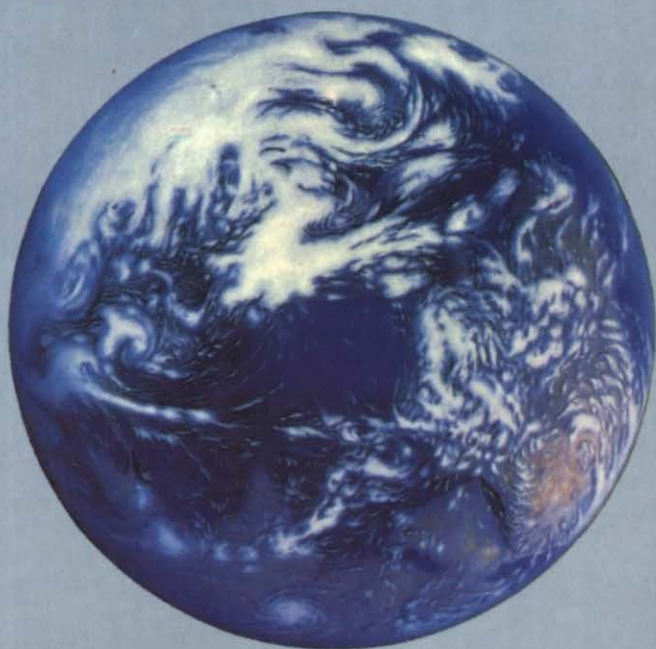


INTERNATIONAL CONSULTING



PROVIDING YOUR SERVICES TO
INTERNATIONAL AGENCIES

Lindsay Falvey

The Institute for International Development Ltd is pleased to publish this important book and to contribute to its wide circulation. The Institute has agreed to the book being released at an affordable price for prospective consultants in developing countries and in transitional economies.

The Institute for International Development Ltd is a public company limited by guarantee and registered in Australia. It is chartered to, among other matters, provide consulting services for international development and to promote international cultural interaction. The Institute maintains a strong and highly experienced core of international development specialists who have distinguished themselves in the field. Much of what such persons do is described in this book. Among its other responsibilities, the Institute manages the International Development Fund which supports worthwhile activities consistent with the Institute's charter - publication of this book is one such activity.

Institutions and persons seeking further information about the Institute are encouraged to contact the head office at the following address.

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INTERNATIONAL AGENCIES**

Lindsay Falvey

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Australia

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FOREWORD

Having seen much of international development through the CGAIR network, international universities, my own consulting activities and the various institutions with which I have been associated, I am pleased to introduce this book. I see it as being of value to both the aspirant and the accomplished international development consultant.

The total number of persons who do or could practise as individual consultants probably exceeds 30,000 each year. Given their structured nature, simple explanations of how international finance institutions work in relation to individual consultants is an integral part of the complex international development field.

Over the past decades and particularly in the last two, international development has evolved as both a profession and vocation. Although the structure of that part of the industry constituted by the individual consultant appears fluid to outside observers, the rigid systems of the agencies themselves in fact set many of the procedures which the consultant must follow.

One of the pleasures of university life is provided by the enthusiasm and idealism that so often characterises one's student. In the case of those interested in international development, there is often a special motivation based on their genuine desire to help people in less developed countries or to produce more food for the benefit of the world's hungry - and to do this in a manner that conserves and improves the natural resource base. However, after graduation, a sense of frustration is often experienced because of the difficulties of finding a job in international development. Well trained and enthusiastic minds do not, by themselves, constitute a sufficient passport to such positions.

Those who employ staff or consultants in projects overseas look also for experience - experience of the workings of national and international bureaucracies; experience of personal challenges which inevitably face individuals living in new environments; experience of the sensitivity that is always needed when working closely with people of differing background and cultures.

It has long been recognised that this is the *Catch 22* in international consultancy. In this chicken and egg situation, how can the newcomer gain experience when jobs are only given to those who already have experience?

In recognition of this problem, many countries have organised *young professional* programs to encourage able young men and women to seek careers in international development and to give them those initial opportunities for gaining overseas experience. As Australians, many of us hope that the Australian International Development Assistance Bureau will take such an initiative and so give young Australians the same opportunities for international service that is already enjoyed by many young people in Europe and North America. Such paths are introduced in this publication.

There is a shortage of literature on this subject, and an urgent need exists for providing better information to university graduate students. This book makes a major contribution and I commend it to university staff charged with the responsibility of guiding such persons. I foresee the day when courses in international development will advise on the role of and opportunities for individual consultants.

This book will be of benefit to a range of persons, including those who seek to enter the industry either as persons experienced in their own country or those just starting out. It will also assist existing sole operators in the industry, consulting firms that seek to nominate their staff as individual consultants to international agencies, staff of government organisations, staff of international development agencies who may be dealing with individual consultants and the various development centres around the world. I would especially like to mention the great potential benefit of the publication to aspiring consultants in developing countries.

Emeritus Professor Derek Tribe

Executive Director - The Crawford Fund for International Agricultural Development
Founding Executive Director - International Development Program of Australian Universities Ltd
Past Chairman - Agritech Australia Ltd

PREFACE

"Do you have something to fall back on?" was the response of a distinguished professor in the 1970s when I first advised that I was launching into the international consulting field. Such was the general feeling that consulting was a part time and unreliable profession. However, like many perceptions of the industry, this proved to be wrong. This book aims to guide others into the profession.

I have been collecting information about international consulting for the past 20 years. Much of this has been incidental to my direct involvement in the field and relates more to my interest as to how the overall industry fits together. Through that period, I have learnt that the individual consultant is an integral part of the industry. The industry has evolved to become highly structured as is essential for management in large bureaucracies responsible for the administration of billions of dollars annually. This structure, translated into rules and codes of behaviour, has made documentation of the process of working as an individual consultant easier. I hope that this ease extends to the reader.

This book is also a response to the many enquires which I received as manager of an international consultancy firm concerning means of entering the industry, the types of consultancies offered, remuneration and a range of other topics. It is curious that initial questions commonly omit discussion of rewards other than personal remuneration. In an industry which is essentially politically driven by developed economies yet ostensibly oriented to development and alleviation of poverty, rewards to the individual can be counted in many ways other than specific hourly or daily remuneration figures. Nevertheless, I believe that appropriate professional remuneration is an element in maintaining quality in the provision of services to the industry.

The information presented herein dates back to 1987. It has since been updated and aims to be a guide to individual consultants wishing to operate in the international development field. An excellent publication by Coates and Williamson entitled *The International Consultants' Manual* (Coates J.M. and Williamson B.J. (1991) *The International Consultants' Manual: A Guide to Winning Consultancy Assignments Financed by the International Finance Institutions. Volumes 1 and 2.* Edited by A.L. Campbell. Aedilis Book Co., Hong Kong.) provides a wealth of information for large international consultancy companies. I commend this publication to all with an interest in that end of the industry; my interest here is in the individual consultant not the company.

The book aims to introduce the industry and opportunities for individual consultants. It begins by introducing the nature of individual consulting and defining the career of an individual consultant. The origins of the industry and its size are then discussed and the financial decision making processes of client organisations introduced; these provide a focus for individual consultants in their own marketing efforts. The structure of client organisations is then introduced for further understanding of means of focusing the limited resources of individual consultants. The project cycle,

common to all international development organisations, is discussed in terms of understanding the overall nature of the operations of international finance institutions (IFIs) and aid organisations and the opportunities which arise at each stage of the cycle for individual consultants.

Aspects of client management and the evaluation of consultant performance are introduced. These matters are important to the continued success of individual consultants with the primary indicator of success being return employment with the same organisation. Remuneration is discussed for the range of international finance institutions on a comparative basis. No attempt is made to compare other differences between the organisations.

The critical aspects of registration with relevant IFIs, the need for care in preparing such registrations, their regular updating and use by the organisations are explained. This section links to summary descriptions of the information which organisations provide for registration and to an annex which presents summaries of the requirements of major IFIs. Another chapter introduces suggestions for marketing oneself to IFIs. It focuses on the requirements of client organisations and means of assessing one's own capabilities to meet those client requirements. Where an individual realistically believes he can meet those requirements, then a marketing approach is recommended.

The field of international development consultancy continues to expand and with that expansion the opportunities for individual consultants continue to grow. I have personally found the industry to offer a range of rewards including; appreciation of other cultures, intellectual challenges, participation in both field and analytical work, being involved in countries which undergo rapid economic and social change and being caught up in the feeling of doing something which is fundamentally useful. I hope that some readers of the publication will share these feelings.

Much of the information on IFIs has been supplied by the IFIs themselves; I am indebted to them for this assistance. I wish to acknowledge the unwitting inputs of a range of professional colleagues particularly those in the company with which I have been associated over the past 12 years and specifically to those who have commented on the text and provided guidance with it. These persons include: Dr Phillips Young, Dr Jerry Murray, Mr John Leake and Mr Wayne Haslam. Their assistance has been invaluable in clarifying many aspects although I accept full responsibility for all remaining errors. I also gratefully acknowledge the assistance of my professional colleague of seven years Mrs Mary Vatsaloo in persevering with the typing and accommodation of regular changes in the text.

From those who are inspired to enter international consulting as a result of this book and from those who are already in the field and have further experiences which could expand the publication, I would welcome receiving comments. This book is subsidised by the Institute for International Development and any profits from its publication and sale have been pledged to that organisation for their international development activities.

Dr. Lindsay Falvey

LIST OF ACRONYMS

The international development industry is wont to use acronyms wherever possible. Within IFIs (International Finance Institutions), a language based on immediate recognition of acronyms can effectively exclude the uninitiated. In this book, I have attempted to limit use of acronyms to those widely known and in the main, to the names of institutions. Acronyms used in the text are:

AAAD	Arab Authority for Agricultural Investment and Development
AfDB	African Development Bank
AIDAB	Australian International Development Assistance Bureau
AsDB	Asian Development Bank
BADEA	Arab Bank for Economic Development in Africa
CDB	Caribbean Development Bank
Com Sec	Commonwealth Secretariat
CV	Curriculum Vitae
DAC	Development Assistance Committee
DANIDA	Danish Department of International Development Corporation
EADB	East African Development Bank
EBRD	European Bank for Reconstruction and Development
EC(DG)	European Community (Directorates General)
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
EEC	Commission of the European Communities
EIB	European Investment Bank
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Africa
FAO	Food and Agriculture Organisation
GATT	General Agreement on Tariff and Trade
GNP	Gross National Product
GTZ	Gesellschaft für Technische Zusammenarbeit GmbH (Germany)
IAEA	International Atomic Energy Commission
IBRD	International Bank for Reconstruction and Development (World Bank)
ICAO	International Civil Aviation Organisation
IDA	International Development Association (World Bank)
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IFI	International Finance Institution
ILO	International Labour Organisation
IMF	International Monetary Fund
IMO	International Maritime Organisation
IsDB	Islamic Development Bank
ITC	International Trade Centre

ITU	International Telecommunications Union
ITU	International Telecommunications Union
JICA	Japanese International Cooperation Agency
JPO	Junior Professional Officer
KfW	Kreditanstalt für Wiederaufbau
NGO	Non Government Organisation
NZAID	New Zealand Aid
OECD	Organisation for Economic Cooperation and Development
OECF	The Overseas Economic Cooperation Fund
OPEC	OPEC (Organisation of Petroleum Exporting Countries) Fund
SFD	The Saudi Fund for Development
UN	United Nations
UNCHS	United Nations Centre for Human Settlements
UNCHS	United Nations Centre for Human Settlements (habitat)
UNCPTS	United Nations Commercial Purchase and Transportation Service
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children Fund
UNIDO	United Nations Industrial Development Organisation
UNRWA	United Nations Relief and Works Agency
UNTARAS	United Nations Technical Assistance Recruitment and Administrative Service
UNU	United Nations University
UPU	Universal Postal Union
USAID	United States Agency for International Development
WADB	West African Development Bank
WB	World Bank
WFP	World Food Program
WHO	World Health Organisation
WIPO	World Intellectual Property Organisation
WMO	World Meteorological Organisation

Table of Contents

FOREWORD		Page
PREFACE		iii
LIST OF ACRONYMS		v
		vii
Chapter One	The Individual Consultant	1
Chapter Two	Personal Matters	13
Chapter Three	Remuneration and Benefits	18
Chapter Four	Becoming an Individual Consultant	28
Chapter Five	IFIs and Their Origins	38
Chapter Six	IFI Operations	40
Chapter Seven	Size of the Industry	54
Chapter Eight	Registration	64
Chapter Nine	Registration Forms	71
Chapter Ten	Promotion	79
Chapter Eleven	Evaluation of Individual Consultants	85
<hr/> Annex	Registration Forms	90
Index		183

Chapter One

THE INDIVIDUAL CONSULTANT

This Chapter defines what an individual consultant is and the profession, the backgrounds of individual consultants, where they work, their characteristics and introduces the need for meeting the requirements of International Finance Institutions (IFIs) and engaging in continuing education. The consultancy profession services IFIs through consulting companies and individuals. Individuals also work through companies. Our discussions concern individuals.

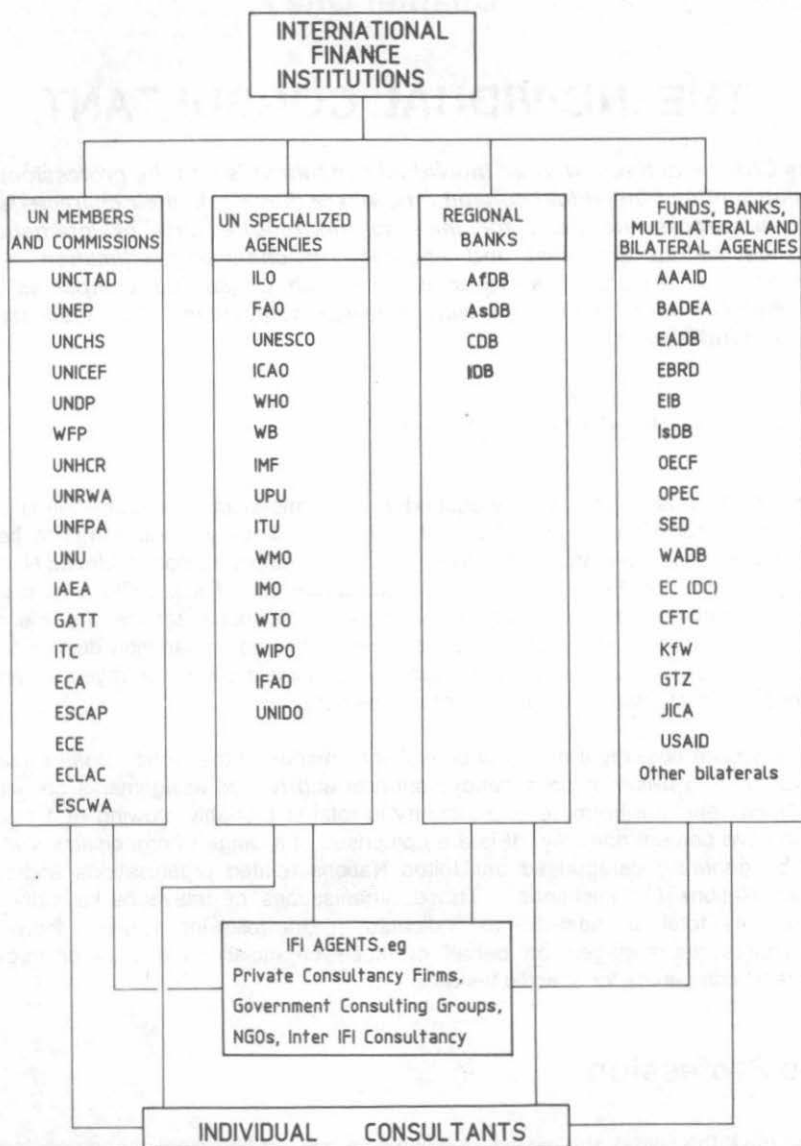
The Individual Consultant

The individual consultant can be defined in the terms in which the position is seen by International Finance Institutions (IFIs). In this book we define IFIs to be all development agencies, that is, the International Development Banks, United Nations agencies and multi-lateral and bi-lateral aid agencies. Thus, while a consulting company may consider it is supplying a general professional service, the IFIs' own view of the employment situation may consider that person as an individual. For the purposes of our discussion, the individual consultant is a person engaged, by an IFI under a contract relating to the input of that person.

IFIs represent possibly the largest consultancy market in the world. It is estimated that some \$25 billion of consultancy contracts and related assignments are let by IFIs each year. Furthermore, the industry in total is probably growing at a rate of around five percent annually. IFIs are comprised of a range of organisations which can be generally categorised as United Nations related organisations and non-United Nations Organisations. Those organisations of relevance to individual consultants total at least 35 as indicated in the following figure. Individual consultants are engaged on behalf of these organisations directly or through specialist companies for specific tasks.

The Profession

In the past, the field of the individual consultant has not commonly been considered as a specific profession, career or vocation. When an individual consultant is asked which of these terms apply, the answer often varies according to the perceived perspective of the questioner. In fact, international development consulting conducted by individual consultants can be regarded as any one of these three. As



INDIVIDUAL CONSULTANTS SERVICE MORE THAN SIXTY
INTERNATIONAL FINANCE INSTITUTIONS BOTH
DIRECTLY AND THROUGH IFI AGENTS

a profession, the definition of Kubr (*Kubr, M (1986). Management Consulting: A Guide to the Profession. International Labour Organisation, Geneva. 611 pages*) is appropriate - a profession has a concept of service and social interest, ethical norms, community sanctions and enforcement through self-control, self-discipline and sometimes law.

While there are no written rules, individual consultants *de facto* belong to a profession which abides by prescribed codes of professional behaviour and ethics which are at least prescribed by the IFIs themselves. Additional codes of behaviour have evolved over the past four decades through which the industry has established itself to cover such matters as advise on availability for assignments, tentative versus definite commitments, quality of work and fee structures. Within the profession, some individuals pursue their careers as independent consultants. This is most commonly undertaken by persons with sought after skills, who have already established reputations and contacts with IFIs or their agents. Such careers offer reasonable continuity of employment, prospects for involvement in all phases of development projects and regular liaison with client organisations. For others, individual consulting is seen as a vocation whereby a certain skill is made available to IFIs or their agents while the individual consultant's personal focus remains that of his or her own specific skills.

Who Are They?

Individual consultants range from persons who regularly perform consulting and do not engage in other types of employment to those who have regular employment and from time to time accept consulting assignments. Individual consultants may fall into the following categories:

- **Academics:** Professional staff of universities and colleges with the specific skills that are required by IFIs. Such persons may have the flexibility in their routine employment to undertake one or two months of consulting per year and make themselves available through consulting groups or directly to IFIs.
- **Retirees:** With increased professional mobility and earlier retirement ages, retirees with experience relevant to IFIs constitute a growing pool of expertise. Retirees may experience some barriers once their ages exceed 60 or 65 depending on each IFI's regulations.
- **Consulting Firm Staff:** Private consulting firms are a major supplier of expertise to IFIs. The large firms aim to manage contracts to supply a range of skills and staff as their main business activity. In support of these activities, for marketing purposes or to gain experience, firms may nominate their staff to undertake assignments as individual consultants. In such cases, firms generally attract a higher fee than an individual or sole practitioner may in recognition of the additional overhead costs of a firm in employing staff, in meeting taxation obligations and in accepting responsibility to replace

personnel who become injured or ill. An example of the means by which such individual consultants are retained by the Food and Agriculture Organisation of the United Nations (FAO) is included in the Box. The International Fund for Agricultural Development (IFAD) utilises a similar procedure to engage individuals from consulting firms.

FAO RECRUITMENT OF AN INDIVIDUAL CONSULTANT FROM A CONSULTING GROUP

FAO utilises a procedure to accommodate its own regulations, entitled *A Reimbursable Loan Agreement*. The agreement takes the form of a one page contract followed by a form to be filled in according to the specific project and person nominated. The one page contract refers to the private consulting company as the *lending employer* which makes available the services of the *individual* concerned for the assignment specified. A separate document entitled *Details of Reimbursable Loan Agreement* is included as an annex to the document. The contract refers to the terms and conditions of the individual under the contract, modes of payment to the lending employer, the dates of the agreement, the responsibilities of the lending employer in terms of insurance and substitution, omission, loss or damage of property.

An attached pro-forma captures the following information: name of loan employee; specialisation; lending employer; assignment Terms of Reference; starting date and duration; travel itinerary; payments and or reimbursements to the lending employer; travel expenses; other reimbursable expenses; daily subsistence allowances (per diems); vaccinations and visa requirements and any additional details such as requirements for original receipts, etc.

The lending employer takes a risk in terms of the individuals competence and wellbeing that might otherwise be assumed by the IFI.

- **Non-Government Organisations (NGOs):** NGOs operate on a not-for-profit basis (Private Voluntary Organisations in North American usage) and may supply individual consultants to IFIs or firms serving IFIs. NGOs commonly have a philosophical base and their focus on people as distinct from institutions indicates the roles in which individual consultants may be sought from NGOs.
- **Government Agencies:** Government departments are increasingly making their staff available to IFIs or firms serving IFIs. In some cases, this is done through formalised State owned consulting companies while in others staff are seconded to the IFI concerned.

- **Industry:** Manufacturers of specialist equipment, agroprocessing companies and various other industries have specialist expertise which may be required by IFIs for project design or implementation. Individuals employed in companies involved in such industries are also engaged as individual consultants by IFIs. Most IFIs restrict the participation of the company concerned in any project originating from the activities of the employee engaged as an individual consultant. For this reason, companies may be reticent to provide such specialists.
- **IFIs:** Staff in IFIs may be engaged to service the needs of other IFIs. This situation is most common within the United Nations organisations where for example, agricultural expertise is made available by the Food and Agricultural Organisation of the United Nations (FAO) for United Nations Development Program (UNDP) projects. Such situations are governed by rules within the United Nations system which require that the financing agency does not also act as the executing agency for a given project. Staff are made available for these purposes on a basis similar to that which private companies make staff available and the cost to the financing organisation is commonly greater than employing an external individual consultant. This arrangement differs from the *Cooperative Programs* which have been funded by one agency to support staff in another for specific, usually project preparation, activities. These are undergoing changes in their modes of funding and no definitive comments can be made on their use of supplementary consultants in the future.

The Work Site

Individual consultants are engaged by all IFIs mentioned in this book in most areas where those IFIs are active. Today, all developing countries receive loans or some form of aid from IFIs, although some temporary aberrations e.g. Vietnam, exist from time to time.

In geographical terms, all countries are of importance to the individual consultant. Some small countries which do not borrow large amounts may be serviced to a greater extent by aid organisations providing grants which in turn engage individual consultants. Examples of such countries are the island states of the Caribbean and the South Pacific.

In terms of disciplines, their interpretation by IFIs is important. For example, *agriculture* will cover the subdisciplines of agriculture as they are commonly understood by professional agriculturists in addition to irrigation engineering which, in some cases, can constitute more than half of the spending in the agriculture category. In understanding the nature of one's own professional field, the individual consultant must be conversant with the way terminology is utilised in each IFI.

Characteristics of the Individual Consultant

The individual consultant in international development is commonly aged between 35 to 55. While no specific minimum age limits are set in most cases, the qualifications and experience required for most assignments are expressed in terms which preclude persons younger than about 35 years of age from consideration. For example, it is common for the Terms of Reference for a consultant to state that appropriate tertiary qualifications plus ten years relevant field experience are required. In many cases, field experience is interpreted to mean experience in developing countries. However, other routes to enter the industry at younger ages exist and are presented in a later chapter. Upper age limits, as introduced earlier, are usually a reflection of the employment regulations concerning regular full time staff of the IFIs themselves. Exceptions to these guidelines can be made and appear to be increasingly acceptable provided that necessary conditions of fitness and health are satisfied for each assignment. A trend of IFI staff retiring and returning as consultants is an indicator of this.

Various analyses of the characteristics of consultants have been conducted by IFIs for their own purposes. In the case of one IFI, a system developed by Harvard University was utilised to categorise appropriate psychological profiles for consultants as distinct from in-house staff persons and those destined to be managers. In that case, consultants were generally defined as persons who showed strong tendencies towards affiliation (and hence a willingness to work in teams) and task completion (focusing on completing a specific assignment on schedule).

The qualities of a management consultant operating in the consultant's own country have been defined by Kubr (*Kubr, M (1986). Management Consulting: A Guide to the Profession. International Labour Organisation, Geneva. 611 pages*) as presented in the accompanying box. These qualities are also relevant to individual consultants serving IFIs although some find it difficult to imagine all traits existing in one person.

In another example from a survey of major firms retaining individual international consultants, firms were asked to rank a range of characteristics elicited from documents on the subject; this indicated that characteristics of importance were:

- **Technical skills**
- **Previous experience (relevant to the country concerned)**
- **Cultural sensitivity**
- **Team skills**
- **Language (of the country concerned)**
- **Self-confidence**
- **Public relations skills**
- **Stable family situation or single**
- **Leadership skills**

These desirable characteristics were contrasted against problems experienced by the same firms ranked in the following order:

- *Family problems*
- *Psychological problems*
- *Poor language capability*
- *Poor public presentation*
- *Low technical competence*
- *Age (too old or too young)*

Qualities of a Consultant

1. *Intellectual ability*

ability to learn quickly and easily; good judgement; ability to observe, gather, select and evaluate facts; inductive and deductive reasoning; ability to synthesise and generalise; creative imagination; original thinking.

2. *Ability to understand people and work with them*

respect for other people; tolerance; ability to anticipate and evaluate human reactions; easy human contacts; ability to gain trust and respect; courtesy and good manners.

3. *Ability to communicate, persuade and motivate*

ability to listen; facility in oral and written communication; ability to teach and train people; ability to persuade and motivate.

4. *Intellectual and emotional maturity*

stability of behaviour and action; independence in drawing unbiased conclusions; ability to withstand pressures and live with frustrations and uncertainties; ability to act with poise and in a calm and objective manner; self-control in all situations; flexibility and adaptability to change conditions.

5. *Personal drive and initiative*

degree of self-confidence; healthy ambition; entrepreneurial spirit; courage, initiative and perseverance in action.

6. *Ethics and integrity*

genuine desire to help others; honesty; ability to recognise the limitations; ability to admit mistakes and learn from failure.

7. *Physical and mental health*

ability to sustain the specific working and living conditions of management consultants.

The consulting profession suffers from major gender imbalance. To some extent this reflects the historical origins of the industry and may reflect the requirements of some developing countries. However, the employment guidelines for regular staff of IFIs themselves is increasingly oriented towards a neutral gender balance which in turn is having an educational impact on borrowing and aid recipient governments to accept an increasing proportion of females as individual consultants. Indeed, certain fields in international consulting can now be seen to be dominated by females, particularly, newer fields and in particular that of the role of women in development. One would expect this trend to continue until a gender balance is achieved.

Individual consultants are increasingly drawn from developing countries. This reflects specific policies in United Nations agencies and in other cases reflects a general increase in the availability of skilled and experienced persons from developing countries. The educational base in developing countries provides an increasing pool of skilled persons and developing countries offer opportunities for direct experience in development situations. It is estimated that some 25 percent of individual consultants are drawn from developing countries at the present time. Most IFIs remunerate individual consultants on a basis reflecting their country of origin or residency in an attempt to avoid interfering significantly in local economies or being seen to contribute to *brain drain*. Individual consultants from developing countries represent a major growth area especially in situations where candidates possess the multiple attributes of English (or French in some cases in the EEC) fluency, technical ability, ability to work in teams and conceptual skills.

Individual consultants from developing countries are usually engaged for work in other developing countries rather than their own in an attempt to avoid internal distortions in pay rates and status being caused by financing and funding organisations.

Domestic Versus International Consultants

The term *consultant* encompasses a wide range of roles and activities. In domestic industries, particularly in developed countries, *consultant* is increasingly specified in terms of the discipline of the consultant in the title e.g. *management consultant*; another grouping may arise from changing Government employment regulations which lead to large organisations ceasing to treat some individuals as employees in favour of engaging them for similar tasks on a *consultancy* basis.

Consulting within one's own country has been the subject of a number of surveys and reports. For example, in 1981 the USA consulting industry was estimated to be valued at US\$32 billion per year and to involve more than 50,000 consultants (Kelly, R.E. (1981). *Consulting: The Complete Guide to a Profitable Career*. Charles Scribner and Sons, U.S.A). However, in this large market, it was estimated that ten major consulting firms conducted more than 90 percent of the consultancy business

for the major American businesses listed in the Fortune 500 list. Growth in consulting is suggested in the figures of the Harvard Business School that since 1975, more than 25 percent of their graduates enter fields related to consulting.

Some of the main tasks associated with consulting are; industry consulting, acting as an expert witness, part time teaching, consulting to Government, subcontracting to other consultants or consulting firms, providing services to trade associations and technical societies and servicing designers (Chandler, H.E. (1984). *So You Want To Be A Consultant*. Society for Metals, U.S.A. pp156).

The characteristics of consultants elicited by investigations in domestic markets, lend some knowledge to our understanding of consultants in the international market. For example, it has been stated that:

The [consultant] is sometimes quiet, sometimes outgoing.

The [consultant] is a good talker, but a better listener.

The [consultant] is problem oriented and people oriented.

The [consultant] is thick-skinned, takes command on proper occasions, is well organised, modest, concentrates easily, is quite confident, well dressed, punctual, tends to be a conformist, has good work habits, is an innovator, is diligent, diplomatic, a good salesman, has a sense of urgency and feels a need for accomplishment, likes the people he works with and works well with individuals and with groups.

It is hard to disagree with much of the above quotation. For individual consultants in the international development industry, characteristics that should be added to the list include; a ready acceptance of other cultures and ease of working in those cultures, an ability to exercise patience when working through translators and dealing in different conceptual frameworks while fitting into bureaucratic requirements of the client agencies. It is difficult to find all characteristics in each consultant.

Experience and Knowledge

The attributes of the international consultant as introduced earlier, are not commonly appreciated outside the profession. It is a common view within the profession that the ability to act as a consultant in a development situation is not judged on technical ability alone. While technical competence, and indeed excellence in some cases is a requirement, this alone is insufficient to work successfully in the industry. Skills in modifying technical information to specific development needs and to the needs of the IFI concerned coupled with communication skills in cross-cultural environments are also highly valued.

Individual experts engaged in regular employment from which they occasionally take time out to act as individual consultants to IFIs or their agents must demonstrate the

same general skills and for this reason, the common selection criteria of relevant development experience is utilised as a screen to minimise problems of incompatibility with recipient government officials or other team members. Professionals wishing to gain these skills sometimes seek situations to expose themselves to development projects and participate in cross-cultural and language courses.

Consultants must also understand that IFIs are large bureaucratic organisations. This is inevitable for the highly systematised approach to project identification, implementation, review and monitoring of large project expenditures. The source of funding of IFIs is, in all cases, related to international and to a certain extent national politics. One result of this is the continual modification of criteria for development projects to acknowledge the fields of importance to donor governments. Means of accepting such information from donor governments is also bureaucratised through procedures for inter-IFI communication on issues of concern. Over the past decade, such issues of concern have included; integrated area development, rural development, social impact including the role of women in development and the environment. All such issues are accepted as important and the mechanisms of IFIs to accommodate these ever changing emphases reflect an acceptance of the dynamics of the international political process. Likewise, individual consultants need to maintain an awareness of the emphases of the time. This requires the individual consultant to read some of the thousands of publications printed each year on international development and to understand how current and new emphases are being accommodated in the individual consultant's own discipline. This is not an area for the individual consultant's own initiative; it is one for understanding and meeting the requirements of IFIs.

Further information on means of entering the individual consultancy profession in international development are presented in a later chapter. While the annual requirements of the individual consultants' market has not been quantified, one estimate is around 25,000 person - years. IFI figures for total financing and aid funds dispersed (around US\$80 billion per year) and the sums expended on consultants, and usually broken down by country, totalling some US\$25 billion, do not separately capture expenditure on individual consultants as distinct from staff of consulting companies. Nevertheless, if the figure of 50,000 individual consultancies per year is accepted for an average assignment duration of five weeks at say US\$10,000 per month in total then the individual consultancy market can be estimated to total US\$500 million per year. These figures are considered conservative by some.

Educational qualifications require consideration. University qualifications are almost invariably required for traditional fields with increasing emphasis being given to post graduate qualifications in the relevant fields. The focus on qualifications may be related to the proportion of consultants coming from developing countries where academic achievement is highly valued and is often an indicator of ability and achievement in other fields. Balanced against qualifications is experience in relevant developing countries. Thus, for example post graduate qualifications and general developing country experience may be ranked similarly to basic qualifications and years of relevant experience in the developing country concerned. In some fields, qualifications are of less significance than demonstrated practical ability. Examples include mechanical workshop establishment and maintenance,

some construction supervision tasks and laboratory equipment maintenance among many others. As will be seen from a later chapter, registration information uses qualifications as one of the barriers to engagement. Compensating factors include; gaining experience in national aid programs, being known and accepted as highly competent by IFI personnel, and moving from the corporate sector in a developing country with demonstrated capabilities to an internationally financed project in that country.

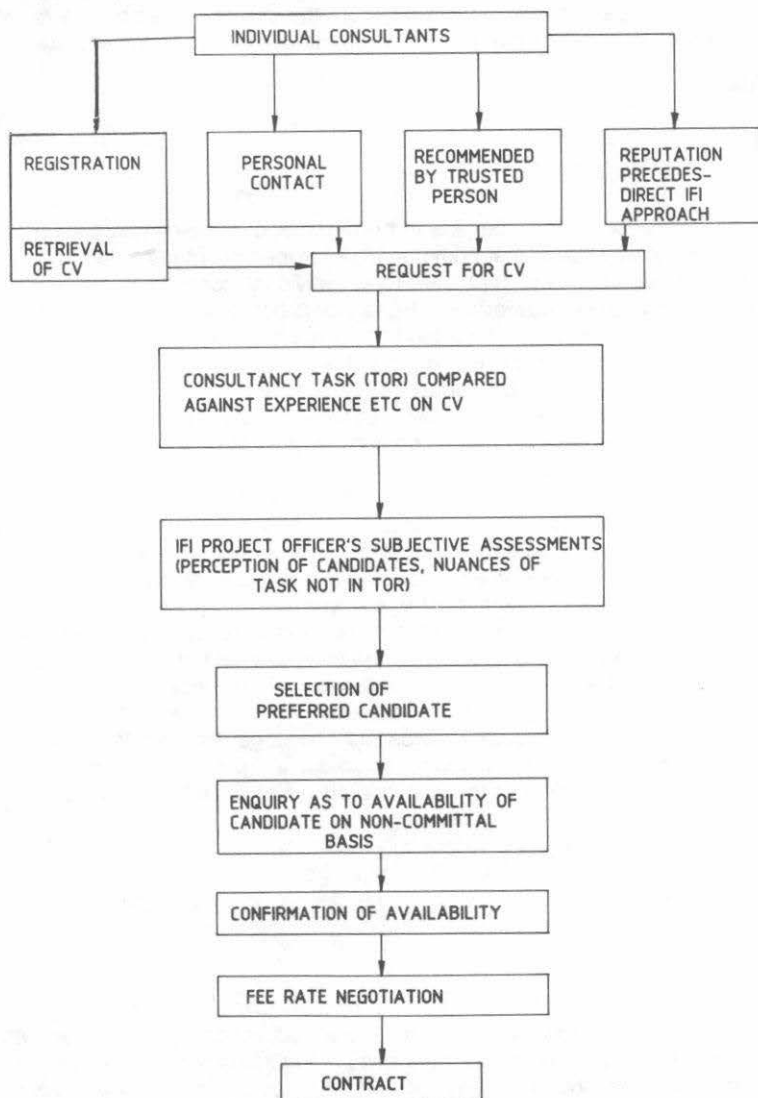
Continuing Education

A trap for international consultants is to believe that developing countries operate at a level of technology below that common in developed countries or learnt from study in developed countries and that therefore, individual consultants do not need to continually update their knowledge. The fallacy is borne out through the rapid rates of development of some countries leading to adoption of new technology at rates unfamiliar to persons from developed countries. It is also borne out in countries where economic development appears to proceed slowly yet the technology provided in the past has been completely absorbed and thus consultants need to be able to offer improvements on that technology in order to gain credibility.

Continuing education for individual consultants takes the form of the requirements or recommendations of their own professional associations for maintaining an acceptable knowledge base and is complemented by the additional skills necessary for the international development industry. The professional associations may require for example, a percentage of one's time to be allocated to participation in educational activities including conferences, seminars and workshops. Such educational activities would be related to the technical field of the person concerned and represent refresher courses, updating of technology or learning of complementary fields. Educational activities also of benefit to international consulting include such obvious fields as language training through to wider appreciation of development situations, socio-cultural perspectives, communication skills and history of the cultures in which the individual consultant may work.

Continuing education does not necessarily lead to additional qualifications which the individual consultant advertises. They may however, be matters which can be presented in discussions or in general presentations to client organisations in order to provide the measure of comfort necessary in the client's mind to engage the individual consultant.

As the international development industry continues to mature and stabilise, one would expect an increasing focus on formal education at undergraduate and postgraduate levels which cater for the needs of the industry and of persons aspiring to careers in international development. Individual consultants accept responsibility for their own continuing education and this is most commonly observed through such persons developing professional interests in aspects of international development and thereby ensuring that their lives, to varying extents, revolve around the pursuit of knowledge and use of that knowledge in a field of international development.



THE PROCESS OF INDIVIDUAL CONSULTANT ENTRY TO IFI CONTRACTS

Chapter Two

PERSONAL MATTERS

This Chapter introduces some personal factors of relevance to those aspiring to enter international development consulting. Individual consultants are often perceived as enjoying a more romantic lifestyle than their domestic counterparts. While this may be true in some case, it is necessary for prospective individual consultants to understand some of the other personal aspects of the industry. This Chapter therefore addresses such matters as family life, health, insurance and the professional approach.

Family

The life of an individual consultant necessitates extensive periods away from home and family. In accepting short term assignments, the individual consultant is agreeing, in many cases, to spend four to six weeks in the country where the project is to take place sometimes followed by two or four weeks report writing in the offices of the IFI concerned. Where the individual consultant is providing services through a consulting company, such writing may take place in the offices of that company which is usually in the home country of the individual consultant. It is common for new individual consultants to consider frequent travel to IFIs in Rome, Geneva, Paris, Washington, New York or Manila as exciting and of no great cost; persons who have made individual consulting a career often find that the primary drawback is the writing up period required in the office of IFIs - usually because the individual consultant believes that such documentation can take place anywhere. Nevertheless, IFIs value highly the benefit of having the consultant remain with the team while the report is being completed.

Individual consultants accepting long term assignments can usually take their families with them. Most IFIs meet the costs for additional airfares and often, education costs where assignments exceed one year.

Frequent absences from one's family can cause stress on relationships and leads to an apparently higher rate of marriage failure. Of course, absences from family may be better accepted in some cultures than others and it has been observed that less strain exists in cultures where there is an extended family support system. Within a culture, situations vary for each individual. A related issue, that of the financial benefit sometimes obtained by individual consultants changing their citizenship and residence may be contrasted against the increased pressure that may be experienced in family terms due to the loss of an extended family support system. Such cases have been more common amongst individual consultants who have moved from a developing country than for the reverse.

Health

Individual consultants are usually covered by health insurance policies of IFIs or the retaining consulting firms. However, it is the responsibility of the individual consultant to understand the extent and purpose of such insurance cover which is usually specific to the task in hand. That is, the organisation concerned is insuring its risk as distinct from the health of the individual consultant. In other cases, the laws of the country in which an employing company is based may require insurance on a comprehensive basis.

Some consulting firms will require that individual consultants demonstrate their own adequate level of health insurance and in the absence of proof of confirmation deduct a cost for such insurance.

Personal health management for individual consultants is a different matter to health insurance. With individual consultants often required to visit many countries for short periods of time, exposure to infections to which the individual has not had sufficient time to develop resistance creates a risk. Some individual consultants maintain strict personal health regimens which require careful management to avoid conflict with team work especially in remote field situations. Others get sick until they become immune to common complaints.

Health management also requires some personal knowledge of treatment and recognition of situations where expert assistance is necessary. Trust of foreign doctors becomes an important component in the latter situation.

IFIs and consulting firms sometimes require certification of health soundness as a condition of appointment particularly for older consultants. However, health checks are seldom rigorous except for appointment to long term positions. Thus the responsibility for health management and insurance for the individual consultant rests squarely with the consultant. This is consistent with the status of the consultant as an *individual*.

Where family members accompany the individual consultant, health checks, health insurance and health management assume a greater level of importance.

Insurances

In addition to health insurances, death and disability insurances are also an area which individual consultants should consider. The attitude and situation of individual consultants will vary and thus choosing such insurances becomes a personal matter. In some cases, IFIs and consulting firms will accept this risk and add the individual consultant to a central policy maintained by the organisation for the duration of the consultancy assignment. Such policies often cover a payment for

various pre-agreed levels of disability, for death and for arrangements surrounding those situations.

Individual consultants seeking such cover should beware of policies purporting to cover all travellers yet which contain clauses requiring that the insured person not be engaged in paid employment while travelling. Such policies are aimed at the tourist market and may exclude individual consultants. The cost of insurance varies between countries and the individual consultant may be able to maintain insurance cover at a cost well below those payable in the home country.

Professional indemnity insurance is required for consultants working in their own domestic markets in an increasing number of countries. However, individual consultants working with IFIs are not usually required to carry professional indemnity insurance. IFIs manage the risk of professional negligence through appointment procedures and by close supervision of appointed consultants. A further means of risk management employed by IFIs is the use of teams whereby it is consistently expected that the product of the team will be of the required standard even in situations where one or more team members may not be able to contribute fully. While this may remove the need for professional indemnity insurance for the individual consultant, it can often place increased demands on the consultant to pick up other aspects of the project nor forming part of the original Terms of Reference.

A further form of insurance taken out by individual consultants, particularly in developed countries is income protection insurance. Such insurance aims to provide some financial security in situations where an individual consultant is incapacitated through health or injury for a prescribed period of time. For example, as a policy holder one may choose to meet one's own expenses for a period of say three to six months with the insurance payments beginning after that period at a level of say 50 to 70 percent of expected earnings. Such policies have an obvious financial benefit where ongoing income is necessary and can also provide peace of mind. Policies can be included in insurance packages for health, death and disability and may be expected to cost around 1.5 percent of an individual consultant's yearly earnings.

Culture Shock

The individual consultant must learn how to approach new cultures from his or her own perspective. For persons entering the field of individual consulting, the charm or trauma of experiencing new cultures can distract from professional activities. Impact can be reduced through reading about the culture concerned and perhaps even arriving in the country earlier than other team members in order to adjust.

Culture shock may take such forms as individual consultants feeling inadequate because of communication difficulties, being unable to perform otherwise simple tasks such as finding one's own way around a city, finding local food unpalatable or being unable to sustain conversations through interpreters. The risk of experiencing

culture shock is one reason that individual consultants who have not worked outside their own country find it difficult to obtain their first consulting assignment.

There appears to have been little research conducted on the specific profile for individual consultants best able to adjust to different cultural situations. This is to be expected when it is considered that the industry protects itself from such risks through appointment of experienced persons. Thus aspiring individual consultants are advised to gain international experience through other means prior to seeking individual consulting opportunities with IFIs or private consulting companies.

Understanding oneself is an important aspect of working in the international development industry. Simple psychological profile assessments are widely available and often provide insight to individuals of their own strengths and weaknesses more objectively than the individual can assess. These may also provide insights as to how one reacts to different cultural situations.

Technical Matters

The individual consultant is often required to understand a wider range of technical matters than is necessary in domestic consulting situations and to participate productively in teams. To some, it is assumed that this requires less depth in any specific technical area although such an attitude is inconsistent with the tasks required of individual consultants. The individual consultant thus needs to maintain a professional awareness through continuing education of the options in technologies available and their application in developing countries.

In understanding a broader range of technologies and their application, individual consultants must continue to maintain an up-to-date and in-depth understanding of their own technical specialities. Thus, when compared to domestic consultancy situations there are wider technical demands likely to be placed on individual consultants in situations where drawing on a colleagues's knowledge is not possible.

Individual consultants, as would be expected, develop an interest in projects similar to those in which they have been involved, and can thereby continually up-date their knowledge in that field. At the same time, individual consultants need to be involved in continuing education in their primary fields of interests in a manner similar to that encouraged by professional associations, particular those of developed countries.

A Different Attitude

International consultants must demonstrate a different attitude to consultants working in other situations. Individual consultants must be self-starters and require a range of traits including tolerance, persistence, the ability to improvise and communication skills a level above those needed in domestic consulting environments. The romantic image which some may hold of individual consultants

working in a range of countries must be contrasted with the additional character and professional demands made on the individual consultant. It is true to say that while many may call on IFIs, few of those are in fact chosen.

Chapter Three

REMUNERATION AND BENEFITS

This Chapter discusses rates of remuneration and associated benefits, variations between IFIs and negotiations over rates. It also introduces the basis of engagement conditions, taxation and the context of non-monetary rewards.

Non-Monetary Benefits

It is important to place the financial returns to individual consultants in the context of the industry. Industry protection mechanisms ensure that rates paid to individuals are somewhat predictable. However, rates are sometimes less than those of developed countries. This reflects the experience of IFIs in acting as stewards of international funds while ensuring adequate availability of qualified consultants. The participation of part time or otherwise employed individual consultants places downward pressure on rates; for example, academics often act as individual consultants and require rates which reflect a marginal increase in gross income rather than being the sole contributant to an individual's income. Variations from rates received in one's own country must be considered in terms of other benefits including non-monetary rewards.

Non-monetary rewards are difficult to quantify. In qualitative terms, these include the feelings of participating in an industry oriented fundamentally to improvement of quality of life. While consulting firms may discuss the industry and their role in it as a business, it is also common to find deep seated philosophies based on humanitarian or religious beliefs in the people providing consultancy services. Other rewards relate to challenging work environments involving different cultures and variations on common technical problems. Many consultants also consider their working companions including counterparts to be a major source of reward insofar as the industry offers opportunities to work with intelligent people motivated towards a common task.

The enhanced technical knowledge and experience gained by individual consultants in the international development industry provides a wider perspective on life and the individual's own profession. Such benefits, while valued in financial terms for subsequent employment by IFIs, also provides a wider perspective on the role of one's own technical knowledge.

To enter the international development industry solely for financial benefits can easily lead to disappointment and frustration.

International development consultancy represents a market which some see as recession resistant. This can be misleading; nevertheless, international development represents an ongoing commitment by developed countries to assist developing countries and one which is deeply entrenched through its association with tariffs, trade, foreign affairs and national self-interests. The international development industry and its financing by wealthy countries provides a steady flow of investment in developing countries. Individuals operating from developed countries undergoing recessionary economic conditions may find that their own currencies are declining, unemployment rising and net incomes in international currency terms declining at the same time that the remuneration received by individual consultants rises, albeit modestly in international currency terms.

Basis of Payment

It is most common for individual consultants to be paid on a daily basis for short term consultancies which are usually of four to six weeks duration but may extend up to six months, and on a monthly basis for long term assignment which are usually of more than one year with the most common duration being two years.

Each agency has its own method of allocating a fee level to individual consultants. For example, bi-lateral agencies which are commonly dealing with persons from within their own countries have well established procedures for determining remuneration for individuals and firms. Differences between individuals and firms take some recognition of the additional overhead costs incurred by firms while focussing on the task to be performed by the consultant. This is used as a system to manage the availability of expertise for specific tasks and to avoid overpaying through the engagement of firms to supply individuals when an active market may exist for the supply of individual consultants. United Nations agencies have their own systems and refer to consultants under a range of terminologies including: contractors, reimbursable loan agreement personnel and experts. In U.N. language, *consultants* means a person engaged for a short term assignment whose benefits include: an agreed daily professional fee, accommodation and subsistence payments and air travel. Some miscellaneous travel costs may also be reimbursable.

IFIs that are Development Banks tend to have formalised procedures for the classification of individual consultants on the basis of the task to be performed, the role in the team, the qualifications of the consultant concerned and some recognition of the home country of the consultant involved. This last category recognises the differing cost structures in home countries of consultants and attempts to introduce equality through some weighting system based on U.N. established costs of living in different countries. Subsistence and accommodation rates paid in each country tend to be based on the daily subsistence allowances paid to IFI staff which means payment varies from flat rates to actual costs.

Negotiation

Within the fee rate system of each IFI, negotiation is possible before an assignment is accepted. Negotiation when dealing with IFIs differs from that which consultants may use when dealing with private sector clients. This difference is based on a recognition of the bureaucratic requirements of the IFI concerned and their need to continue to meet their project cycle targets. However, this does not imply that consultants can hold IFIs to ransom. The bureaucratic procedures of each IFI act as a safeguard against any such occurrence and the pool of consultants available coupled with the willingness of an IFI to sometimes accept a consultant less qualified for a particular task rather than be faced with major upsets to bureaucratic requirements temper this.

Negotiations usually focus on the classification of the individual consultant in the IFI's own system. Thus, if a rate is deemed unacceptable by an individual consultant based on that consultant's own experience with the same IFI or IFIs with similar functions and remuneration structures, then that consultant may best focus on providing such information to the officials of the IFI concerned and seek to have the consultant's expertise recognised at a higher level for the consultancy task proposed. Within the U.N. agencies, the FAO, IFAD and UNIDO tend to pay higher daily rates than do other U.N. agencies, as a reflection of the levels of availability of skilled and experienced expertise for the tasks required. To a large extent, these three organisations also must attract their expertise from the private sector to a greater extent than other U.N. agencies and therefore are more cognisant of the costs incurred by consultants and consulting companies.

Most IFIs have developed units responsible for the selection of consultants. Other units will be responsible for project implementation supervision and negotiating of fees. This offers opportunities to individual consultants who are capable of representing themselves to different parts of the bureaucracy and understand the communication paths between such units. For these reasons, some U.N. agencies have begun centralising all activities relating to consultants into single units.

Taxation

Individual consultants have greater flexibility to earn a tax free income from international consultancy than do consulting firms.

Individual consultants are considered exempt from tax in countries honouring commitments under United Nations agreements. Such agreements cover individuals working directly for U.N. agencies, development banks and some funds as compared with other employers of consultants including consulting firms, and lead to a lower gross fee to the individual consultant. This is consistent with agencies recognising the overhead costs of consulting firms with taxation seen as one component of overhead costs.

Some countries provide tax concessions for consultants engaged through consulting firms by: foreign earnings exempt thresholds as exist in the United States; conditions relating to the number of days spent abroad as was the case in the United Kingdom system, and through specifically approving individual international projects considered to be of potential export earning benefit to the country concerned as is the case in Australia.

Individual consultants can usually consider their fees from international development banks as being tax free on the same basis as applies to United Nations projects.

Conditions

In addition to their daily remuneration, short term consultants are usually paid the following:

- Accommodation and subsistence allowances are based on an agreed maximum figure, broken down to a maximum hotel cost and subsistence figure for each country. Receipts are usually required to substantiate hotel costs within the agreed limit while receipts are not required to substantiate subsistence costs. Accommodation and subsistence costs vary frequently in response to the cost of living and changes in exchange rates and some allowances may thus be expressed in local currency terms. These rates are fair and based on experience by staff of the IFIs in the country concerned.
- Travel to and from the consultant's own country to the field site and in some cases, the site of IFI concerned. Such travel for long distances (over six hours flying time) is usually at business class level and if not, is at economy class level. In cases where fee negotiations have not led to a satisfactory outcome of each item, lump sum contracts may be entered into with individual consultants for an agreed input of time. The fixed sum figures may assume travel at economy class.
- Excess baggage requirements of a token 10-20 kg may be provided to allow for the additional documents required on mission. In conditions where business class fares are provided, excess baggage assistance is withheld.
- Miscellaneous travel costs are usually bulked into a lump sum figure based on experience for the country concerned. Such allowances cover the miscellany of minor expenses including visa costs, airport taxes, taxis into and out of cities, laundry and tips. Where these are grouped into a single figure per trip or per day concerned, receipts are not usually required.

In addition to the above, medical, death and disability insurance may be provided to individual consultants in some cases. As these risks are real, individual consultants should be aware of their level of cover, the strength of their claim on the agency concerned and any need for them to carry their own insurances. Additionally,

consultants engaged by United Nations agencies for longer term inputs may also benefit by special arrangement, from U.N. contributions to a central medical system, accrual of leave and sick leave among other benefits.

Long term consultants are usually provided with an agreed monthly salary, assistance with rent or private accommodation, holiday airfares once per year (for contracts exceeding two years) for immediate family members and allowances recognising the costs of living in the country concerned including such aspects as the payment of security guards. A tendency in recent years towards lump sum payments for long term consultant positions has also led to some containing of the total costs to IFIs for each long term position without any substantial reduction in the net benefits to individual consultants. This arises through increased efficiency of utilisation of funds by placing the onus for fund allocation primarily on the individual consultant. For example, under this system house rentals appear to be lower.

Rates

Rates for long term appointments within the U.N. system are based, through various formulae, on the remuneration packages of U.N. staff members. Rates may vary by adjustments according to the post of assignment and hardship associated with the assignment. Rates are usually gross figures from which an internal tax, referred to as *staff assessment*, is deducted. A loading is provided for staff with a dependent spouse or dependent children.

Formulae for relating individual consultants' daily rates to IFI staff salary rates as summarised depend on the nature of the contractual employment of the consultant. Where that contract offers conditions akin to staff including insurances, holiday and pension benefits, the daily rate offered as a consultant's fee will be lower than one where an arm's length relationship exists. Premiums to reflect the downtime and holidays of individual consultants or consultant firms is a concept appreciated poorly by some IFI staff members.

One variation of formulae supplied is based on the engagement of consultancy firms and thus provides a recognition of the costs of taking out personnel insurance policies, meeting the costs of registering legally in one's own country and with the agency concerned, an acceptance that consulting cannot be conducted for the whole year and thus some down time must occur and some provision for taxation in situations where it is known to be incurred despite international agreements. The common daily figure utilised for a full time consulting workload is 260 days per year; this is based on experience of the average number of public holidays per year, four weeks annual leave and average sick leave and marketing requirements. Thus a daily rate might be calculated within the U.N. system on the basis of say a senior professional salary of US\$40,000 to which is added a social charge of say 28 percent, an allowance of down time of say 22 percent and a taxation charge of say 35 percent over a 260 day consultancy period per year to arrive at a daily rate of US\$332 per day. However, it is uncommon to know the background to such

calculations and is more usual for the consultant to be offered a specific daily rate and for negotiations to be based on that rate.

It has been noted elsewhere that rates between different U.N. agencies vary in accordance with the availability of skilled expertise for the consultancy tasks required. UNESCO relies largely on academics who have regular employment. This is reflected in their daily rates which range from US\$100 to US\$200. Rates may be increased by around 30 percent for contracts for short duration, that is, a matter of days.

Rates in other agencies may vary to up to US\$350 per day in FAO and IFAD (in 1992) and similar organisations with the highest range being paid in UNIDO. Within the World Bank and the Inter-American Development Bank, consultant remuneration rates vary from US\$120-700 per day, with major variations being related to the classification of the level of the consultant and the discipline of the consultant. The later category can best be understood on the basis of the availability of personnel within a profession, their rates of remuneration outside the international development industry and their importance to the Bank's operations. For example, having been a team leader on many occasions may make a consultant eligible for a higher remuneration package despite not being leader in the project under consideration.

Other Variations

The final rate assigned to an individual depends on an assessment of the employment status of that consultant. A full time individual consultant for example would receive full recognition for social charges and down time whereas part time individual consultants operating from a base of a full time salaried position would receive virtually no recognition of these categories. While these variations are difficult to enforce, the process of negotiating a rate may call all of these terms to account and individual consultants need to be able to respond confidently in order to justify their claims for higher rates of remuneration.

The Asian Development Bank has a more specialised system with respect to individual consultants than most other IFIs. This requires individuals to justify their social charges, down time, overhead costs and previous rates of remuneration. Variations in the outcomes of this system have an element of fairness which is the objective of AsDB but may also reflect the knowledge of the individual consultant in dealing with the organisation. Such negotiations often take place simultaneous with the preparations for the mission by a different section of the organisation and thus some degree of security in reaching agreement thus exists with the consultant during the negotiation process.

Further variations are introduced according to the source country of the individual consultant. Multipliers are applied according to the perceived costs by the AsDB for example in the source country of the consultant. These formulae related to the

equivalent salary of the individual consultant as if the person was engaged full time with a multiplier of between 0.6 and 2.0 added according to the estimated levels of costs in the source country of the consultant.

Bi-lateral donor IFIs such as the Australian aid organisation have, until recently, attempted to categorise individual consultants according to an equivalent salary in the Australian Public Service and to apply a multiplier, usually 2.1 which is then divided by the estimated number of consulting hours available per year after taking into consideration holidays, average sick leave, public holidays and some down time - usually considered to be 1,505 hours per year. Thus an equivalent salary of US\$40,000 comes to an average hourly charge out rate of US\$56. This figure is then multiplied by 7.5 hours per day maximum for work conducted in Australia and for work outside Australia is multiplied by a maximum of 44 hours per week and then divided by 7 days per week to arrive at a daily charge out figure. Thus in this example, daily charge out rates vary from US\$352 to US\$420 according to the location of the input. Bi-lateral IFIs do not exempt consultants from taxation and their rates are thus sometimes viewed as inferior to those paid by multi-lateral and development bank IFIs.

The system used to arrive at rates for individual consultants are presented in the accompanying diagram.

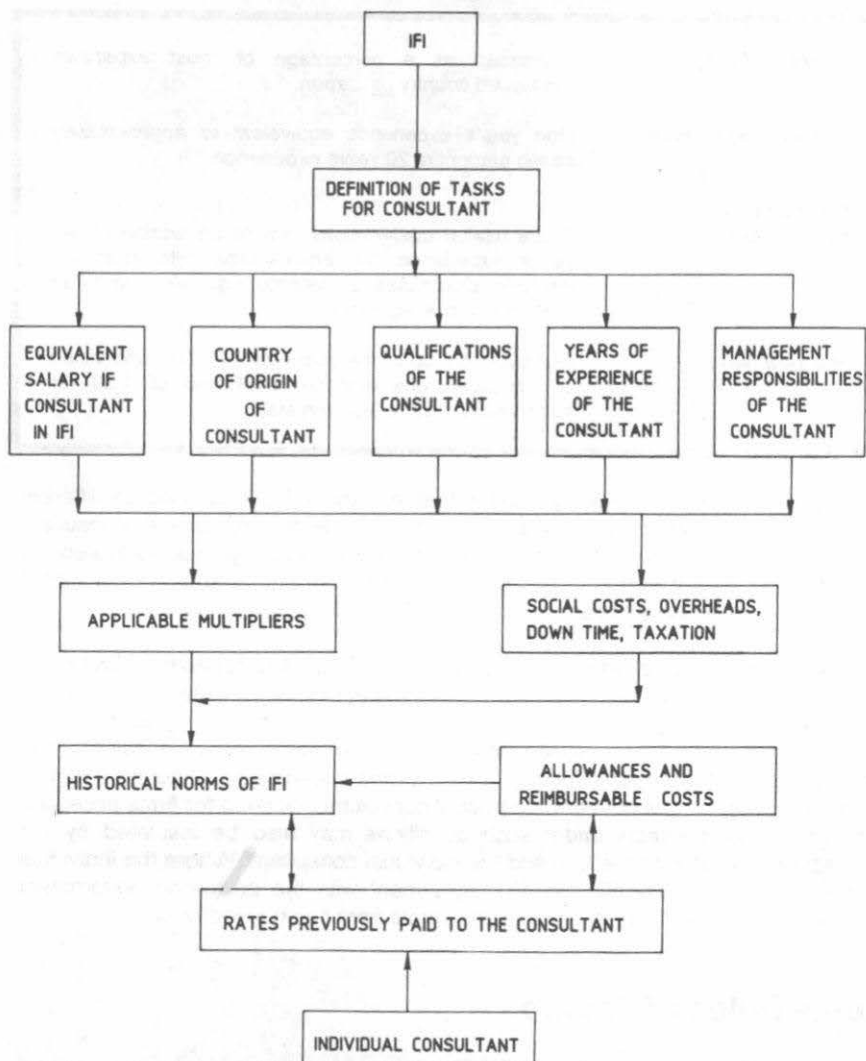
Borrowing Governments

Where IFIs lend project funds for the implementation phase of a project, consultants are engaged by the borrowing government. For individual consultants, this may occur through direct hire by the borrowing government or through a consulting firm awarded a contract to manage all consultancy services. Strict procurement guidelines set by IFIs govern recruitment procedures by borrowing governments. IFIs recommend rates payable to consultants by borrowing governments although these are not commonly adhered to by governments of larger borrowers and IFIs do not usually intervene in such matters.

Borrowing governments are also less informed about the costs of operation of consultants and the staff of borrowing governments may begrudge the apparently high rates paid to consultants from developed countries. What are introduced as guidelines by IFIs tend to be used more as maximum rates for the beginning of negotiations. Staff of IFIs may assist particularly where a borrowing government is new to the international development field. This is seen to be an important task for IFIs to ensure fair play and ready access to technically qualified expertise for the implementation of development projects.

Some major borrowers have formalised the criteria considered important for the remuneration of consultants and in particular consultancy firms. These transcribe to individual consultants in a similar way especially as they are commonly based on such individual characteristics as qualifications and years of experience. Other

MATRIX FOR RATE DETERMINATION



factors such as management roles within the company obviously do not apply to individual consultants. An example of the application of these rates is presented in the following.

Country of Origin:	Expressed as a percentage of most expensive developed country i.e. Japan.
Years of Experience:	One year's experience equivalent to approximately seven percent of 20 years experience.
Qualifications versus Experience:	Trade related qualifications require an additional two years experience for equivalence with graduate degrees. Doctorates considered equivalent to three additional years experience.
Management Level:	Multipliers on top of the above of 1.03 for supervision of between one and ten staff and of 1.06 for supervision of more than ten staff.

This illustrates the wide disparity in rates that may theoretically be paid to different individuals on the same project; this could lead to a developing country consultant with a Master's degree with ten years experience receiving the equivalent of US\$5,500 per month working side by side with a Japanese sourced consultant with 20 years experience attracting a rate of US\$20,000.

Taxation in borrowing countries is important to individual consultants. Examples abound of individual consultants and consulting firms trapped by taxation regulations which they had assumed to be inapplicable to international consulting assignments. Individual consultants are usually better placed to avoid such difficulties than consulting firms if engaged direct by the borrowing government, although absolute power rests with the government. Individual consultants working for firms accepting management of contracts under such conditions may also be insulated by the contract signed between the firm and the individual consultant. Where the individual contracts directly to the IFI, the IFI's agreement with the borrowing government usually includes provisions to protect consultants from being taxed twice.

Some Rules of Thumb

Consultants from developed countries can relate rates achieved in the international development industry to those *recommended* by professional organisations in their home countries by discounting those recommended rates by approximately 30 percent. This calculation applies to consultants working through consulting firms. For individual consultants contracted on a tax-free basis directly by IFIs a further discount of 30 percent may apply. This guideline does not appear to be applicable

in the case of consultants from developing countries. Country of citizenship or residence are of major importance in determining the rates paid to individuals in the international development industry.

Rates payable to consultants from developed and developing countries form a continuum and the rates may vary from say US\$100 to US\$800 per day. Accommodation and subsistence allowances for short term consultants are common to all consultants regardless of country of origin, qualifications and experience.

The value of the daily rate offered varies between IFIs according to the number of days for which it is chargeable. For example, the World Bank limits payment to a maximum of 26 days per calendar month while the AsDB allows payment for each day worked on short term assignments (30 days per month for long term assignments). Bi-lateral donor IFIs may pay different rates according to their interpretation of labour laws which lead to lower daily rates being payable for work in the field than for work conducted in the donor's own country. Individual consultants can obtain all of this information from the contracts, letters of appointment or equivalents provided by IFIs in the early stages of their negotiations. There is no substitute for reading the contract.

The international development industry offers financial rewards which are adequate for the inputs provided. Individual consultants operating in the industry on an equivalent full time basis may attract gross remuneration levels in excess of their counterparts engaged in their own countries. They also benefit from the non-monetary rewards of an exciting and useful industry.

Chapter Four

BECOMING AN INDIVIDUAL CONSULTANT

In this chapter, some of the paths for entering the international development industry as an individual consultant are introduced. It is divided into three general sections to cater for major differences between groups who may be interested in becoming individual consultants. These are:

- *Consultants from Developing Countries*
- *Consultants from Developed Countries*
- *New Entrants*

The essential steps for selection as an individual consultant are also discussed.

Consultants from Developing Countries

Consultants from developing countries usually have gained their experience in the international development industry through working on development projects in their own countries and through mixing with representatives from IFIs. They may have also gained experience under a range of schemes which aim to create greater integration and participation of persons from all countries. Such schemes include study tours to other countries supported under projects, participation in training courses run by IFIs or their agents and studying abroad for Masters or PhD courses in their chosen fields. The experience which consultants from developing countries bring to the individual consultancy arena differs from that of consultants from developed countries insofar as the former are expected to have a greater *feel* for development.

Developing country consultants wishing to become individual consultants should follow the general matrix presented in this chapter for prospective entrants. They should also be aware of the high and rising numbers of staff in IFIs from developing countries. Such staff are likely to be more pre-disposed to engaging consultants from countries with which they are familiar for reasons of facilitating their own work. It is part of human nature that we all find it easier to communicate with persons from our own culture.

With the rising levels of educational attainment evident in developing countries especially for those from privileged backgrounds, there will be a continuing rise in the proportion of individual consultants and staff in IFIs drawn from developing countries. A particular determinant of entry in these situations appears to be study

in a developed country. Rather than being interpreted as a barrier based on privilege, this is probably better viewed as a means of ensuring some uniformity among staff. It is common to many persons from developing countries engaged in IFIs to have completed graduate studies at major American institutions.

Developing country consultants should also be aware of an increasing focus on assisting firms in developing countries. For example, the Asian Development Bank routinely lists consulting firms of the country for which projects are advertised for international tender. International firms, usually those from developed countries are encouraged to link with a domestic consulting firm which is engaging local consultants. The objective of this approach is to develop a pool of development project expertise in countries borrowing from such IFIs. Individual consultants can therefore make their services available through such consulting firms in their own countries in order to gain experience on internationally financed projects. Individual consultants have utilised this mechanism to gain experience and exposure to IFIs and foreign consulting firms as a means of establishing themselves.

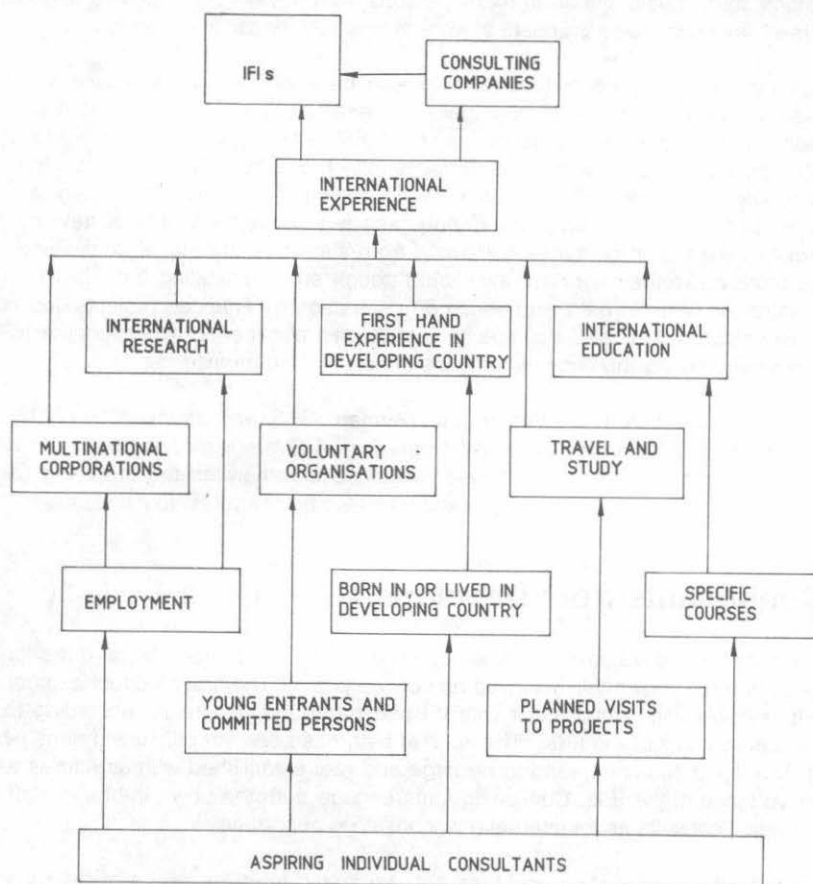
A recent publication by the World Bank (*Kirmani, S. S. and Baum, W.G. (1992) The Consulting Profession in Developing Countries - A Strategy for Development. World Bank Discussion Paper No.149, Washington D.C.*) analyses the emerging role of developing country consulting firms and may also be of interest to individuals.

Consultants from Developed Countries

Consultants in developed countries seeking to enter the international development industry have traditionally followed one of two paths. The first by direct approach to IFIs, establishing relationships with IFI personnel and registering according to the various systems of the IFIs. The second path has been via consulting firms which, in developed countries, tend to be large and well established with structures which mimic those of the IFIs. Consulting firms engage both their own in-house staff and individual consultants for international consulting opportunities.

Consultants in developed countries may be drawn from the range of backgrounds introduced in Chapter One. Whether approaching IFIs or consulting firms, aspiring individual consultants need to be credible in terms of; technical capability, understanding of development situations, international experience and ability to work and meet deadlines under difficult conditions. The established nature of consulting firms in developed countries sometimes makes it difficult for new entrants. Some aspiring individual consultants actively seek employment as staff members of such consulting firms in order to gain experience and then subsequently establish themselves as individual consultants.

Experience in developing countries can be gained through a range of opportunities some of which are represented in the following chart. This indicates such avenues as multi-national corporations, international research, voluntary organisations and personal study tours as possible routes of gaining experience in developing



SOME MEANS OF GAINING EXPERIENCE RELEVANT TO IFIs

countries and exposure to IFIs.

Established individual consultants from developed countries are usually respected for their experience and ability to meet client requirements. However, new entrants may find that the same academic qualifications as those of experienced consultants are inadequate to gain entrance. This results from the increasing competition from developing country persons who, in many cases, can demonstrate higher levels of academic qualifications from respected international institutions. Thus the experience of persons already operating in the field effectively substitutes for additional qualifications. Education institutions in some developed countries offer graduate courses in international development and these are often seen as a demonstration of commitment to the field while providing higher level qualifications. This general theme is also borne out in the a previous chapter where graduate qualifications are assessed in terms of years of additional experience.

Young Entrants

Young aspiring entrants to the international development industry should be aware of various schemes which can assist them. Many OECD countries actively support young graduates to make careers in international development. One such scheme relevant to donor countries is the Junior Professional Officers (JPO) scheme which, provides opportunities for young professionals to gain United Nations (UN) experience early in their careers. At the end of their two year assignments a few are expected to remain with the UN, thereby helping to increase the donor country's representation in UN agencies. More information is presented in the Box.

Some of the pathways by which individuals may enter international consulting are:

- ***Junior Professional Officers Schemes***
- ***Graduate Fellowship Schemes***
- ***Volunteer Programs***
- ***Joint Research***
- ***Staffing Assistance Schemes***
- ***Consulting Firms***
- ***Government Departments***

Junior Professional Officers Schemes

Junior Professional Officers Schemes are perhaps the best of the pathways for graduates to enter international development and gain experience with IFIs. These schemes acknowledge the problem of developed countries in ensuring a continuing supply of persons qualified to work in international development and thus target young graduates at a low national cost to provide a potentially large benefit in the long term.

Similar schemes also operate through the World Bank and the Asian Development Bank whereby Young Professionals (as these schemes are named) are recruited on the basis of age (less than 30 years), post-graduate qualifications (masters degree) and relevant experience. Both organisations advertise regularly for applicants and demand far exceeds the supply of positions.

The World Bank Young Professionals Program (World Bank (1990). Young Professionals Program: The World Bank Group. World Bank, Washington, D.C., U.S.A.) is for persons "under 32 years of age with relevant graduate degrees.... is the normal means of joining the Bank group. Candidates must have a Masters degree (or equivalent) in Economics, Finance or a related field plus a minimum of two years of relevant work experience or continued academic study at the PhD/Doctoral level. All eligible candidates are expected to have superior academic records. Fluency in English is required, and it is beneficial that candidates have a speaking proficiency in one or more of the Bank's other working languages (i.e. Arabic, Chinese, French, Portuguese and Spanish). Work experience in developing country is also desirable".

Competition to enter the Young Professional Program of the World Bank is strong and some consideration is given to selecting candidates from a range of countries representing the membership of the Bank. The program provides a means of entering the Bank and has a reasonably high retention rate. Of the more than 1,000 persons from 93 countries recruited under the scheme since 1963, the World Bank estimates that approximately 66 percent are still working within the organisation with some 18 percent of these are represented at higher staffing levels. Persons aspiring to enter such a program should obtain the document referred to above from the World Bank at 1818 H Street NW, Washington, D.C. 20433. U.S.A. Other similar schemes exist and in particular that of the Asian Development Bank has similar objectives and rules as that of the World Bank. The Asian Development Bank form may be obtained from the Asian Development Bank, P.O. Box 789, Manila 1099, Philippines.

Graduate Fellowship Schemes

Such schemes aim to assist young graduates to gain experience in countries of interest to the sponsoring country. The schemes usually provide incentives for employers to appoint graduates to work in the designated countries for periods of one to two years during which time appointees study the language and business operations of the country concerned while assisting their company's business.

Graduate Fellowship Schemes are a bold attempt to stimulate greater involvement in international business but they are not usually specific to consulting. The incentives provided to the employer of the graduate concerned include assistance with salary and living costs in addition to support for language study and other essential costs. The graduate should usually be in the employ of the applicant

company prior to participating in the scheme. Schemes are usually administered by the trade or aid organisations of developed countries.

Voluntary Organisations

Voluntary organisations provide an excellent means for technically qualified individuals to gain international experience. While this may not be the espoused aim of all voluntary organisations, the increasingly close linkages between such organisations and consulting firms indicates the acceptance of experience gained through voluntary schemes. A range of voluntary organisations service national aid programs and their own membership. Organisations such as Oxfam, Care and World Vision have international coverage; each country has its own diverse NGO base which is relevant to persons seeking international experience. Large voluntary organisations receive core funding from their governments and may assign something like 100,000 professionals for periods of up to two years to live and work under similar conditions to those of local people in developing countries. Previous overseas experience is not always essential and thus these organisations represent a major opportunity for individuals seeking to gain such experience while applying their knowledge in development situations.

Joint Research Activities

Joint research activities or educational/training activities provide opportunity for interaction between persons from developing and developed countries. The cultural experience gained through such interactions and the appreciation of different viewpoints to technical problems is recognised as an advantage in persons seeking further involvement in international development. Experience gained through such projects as those funded by the national aid or research bodies are usually oriented to state and federal organisations involved in research and education. The individuals engaged in these projects develop skills which make them more suited to the selection criteria utilised for consultant engagement.

Staffing Assistance Schemes

Staffing assistance schemes are often funded through bilateral aid organisations to assist countries with limited national capability in government administration. Under these schemes, assistance is provided to the governments of the countries concerned to recruit persons from the donor country for in-line positions in Government agencies. Recruitment under the scheme may be carried out by agents appointed by the aid agency or by the agency itself. Positions are advertised with candidates being selected on merit; employment is commonly via a contract between the appointee and the Government of the country concerned. The number of positions available varies between regions, countries and over time. Prior

experience is an advantage, although the schemes are accessible for those wishing to enter international development for the first time.

Consulting Firms

Consulting firms will occasionally engage inexperienced persons for international positions. Reticence to appoint greater numbers is a reflection of the selection criteria utilised by the IFIs engaging the firms themselves whereby the IFI usually assesses such personal factors of team members as experience in the country concerned and language capability. Nevertheless, larger consulting firms require staff of all levels of experience for their domestic practices which inevitably overlap with international operations when technical expertise is in demand. Younger professionals are also engaged as backup to senior professionals who are engaged in extensive international travel; such backup positions provide broad experience in the requirements of international consulting and provide a stepping stone for some to enter the field themselves.

Government Departments

Government departments may service international development and thereby offer experience to their staff. Such trends can be observed to be; an increasing focus on the need to maintain international contacts, an increasing export orientation, and staff development policies that support younger professional staff to attend internationally oriented meetings in their disciplinary fields. In addition to these, many departments engage in the supply of staff to international projects through private sector consulting firms, government supported consulting groups and their own international service units. It has been suggested that the government supported consulting groups are appropriate bodies to offer initial international experience to young graduates as a function of their privileged financial status.

Initial Entry Point

The problem of gaining the experience necessary to facilitate developing a career in international development has its corollary in the problems faced by donor members of major IFIs in ensuring that they are adequately represented in those IFIs. The Junior Professional Officers Schemes of OECD countries are one solution to both sides of the dilemma for those countries. While assisting young professionals to gain the experience they desire, such schemes also ensure that a pool of expertise is created to service IFI recruitments which in turn can influence the numbers of individuals engaged from the various countries in such agencies as the World Bank and the Asian Development Bank. Gaining experience through travelling and working in developing countries also provides an entry point for some who are able to impress prospective employers while engaged in what may seem lowly positions in developing countries. Interest groups associated with professional umbrella

organisations may also provide a means of meeting persons engaged in international development.

The Process

The process of an individual consultant being selected and contracted to undertake a consultancy task is similar in all IFIs once the selection procedures begin. However, before this there are various modes of entering the process.

The individual consultancy field is subject to high levels of patronage when compared with the procedures utilised for the selection of consultancy firms. Whereas consultancy firms establish their own marketing arms, wait for publication of information and tender on specific Terms of Reference, individual consultants may obtain consultancy assignments through many avenues. Four of these are:

- **Registration**
- **Personal contact**
- **Recommendation by a trusted person**
- **Reputation**

Registration is an attempt to maintain a register of available expertise from around the world and to utilise this data bank for objective selection of appropriate persons for individual consultancy assignments. In practice however, the registration system cannot meet all of these objectives due to the high inputs required for maintaining such a large data base in an up-to-date manner and through the imperatives of IFI staff members to engage consultants whom they are sure can accomplish the tasks that are required of them. Nevertheless, registration is important to the individual consultant so that an up-to-date *curriculum vitae* is readily available within the IFI which the individual consultant is targeting.

Personal contact is perhaps the most common method of individual consultants being engaged. Such contacts do not imply anything beyond a professional understanding of persons able to accomplish a specific task. Considerations in this area will include previous experience with the individual consultant, reputation on similar assignments and compatibility with other team members.

Being recommended by a trusted person forms another mode of entry. Such a trusted person may be a highly valued individual consultant who is unavailable for a particular assignment and recommends a substitute. That recommendation is taken seriously on the basis of the preferred individual's reputation and the mutual trust which develops between such individual consultants and IFI staff members.

In a few cases, the reputation of an individual consultant will precede that consultant and IFI staff may make a direct but unofficial approach to such a person. Such reputations are earned by very few and will extend beyond the international development industry. An example may be a highly skilled negotiation lawyer required for a short input, probably a few days, to assist resolution of a major stumbling block.

JUNIOR PROFESSIONAL OFFICERS

The following is drawn from information of the World Food Program (WFP) and the United Nations Development Program (UNDP).

The Junior Professional Officer (JPO) Program of the United Nations aims to provide opportunity for on-the-job training for young graduates wishing to pursue a career in international development assistance. It is specific acknowledgment of the difficulty in acquiring professional experience in the field. The scheme is based on sponsoring young professionals (generally under 30 years of age) by their respective Governments. Appointees assume substantive responsibilities in field offices after initial training in policies and procedures.

Contracts of one year, with a one year option subject to satisfactory performance, are common with salaries corresponding to the entry level of UN staff. Within UNDP many JPOs continue in the UN career structure after completion of their JPO contracts.

The Food and Agricultural Organisation's (FAO) Associate Experts Scheme offers similar although limited opportunities and the WFP which has assumed responsibility for recruitment and administration of JPOs for both WFP and FAO offers substantially more. In 1990, WFP had 42 posts for JPOs, nine of which were located in Rome and 33 in developing countries; of the 33, ten were posted in cities other than the capital of the country in which they were located. Countries involved were in West Africa (11), East Africa (9), Latin America (8), the Far East (4) and the Near East (1).

Countries sponsoring Junior Professional Officers include Japan, Netherlands, France, Germany, Canada, Sweden, Italy, Finland and Australia.

Credentials

The qualifications for JPO appointments vary slightly between the UNDP scheme and that of the WFP. In general, the qualifications required for JPO positions are:

Essential Qualifications:

University degree in the Social Sciences, Economics, Business Administration, Agriculture, Civil Engineering, Nutrition, Socio-economic Development, International Affairs, Political Science or related disciplines.

A working knowledge (Level C) of English, French or Spanish (this may be modified according to country of assignment).

Willingness to work in developing countries and to travel extensively under difficult conditions. Resourcefulness, initiative, tact and ability to establish and maintain good working relationships with persons of different national and cultural backgrounds.

Ability to collect and analyse data.

Ability to communicate clearly and concisely both orally and in writing.

Desirable Qualifications:

Limited knowledge (Level B) of another of the languages listed above; knowledge of other languages; experience in the formulation, implementation and evaluation of projects; experience in developing countries; experience in the use of computers, and knowledge of the organisation concerned.

As noted above, while registration is by no means the only mode of entry, it is extremely important. Where personal contact, recommendations or reputations form the mode of entry to the process, a *curriculum vitae* is still required of the individual consultant. This may be submitted to the IFI staff member concerned but it facilitates the meeting of administrative requirements if that *curriculum vitae* can be retrieved from an in-house registration system. The flow chart presented in this Chapter 1 indicates relationships between these and the subsequent processes to arrive at a contract between the IFI and the individual consultant.

Once *curricula vitarum* have been requested for a specific consultancy assignment, these are assessed against the Terms of Reference for the consultancy assignment and those of other candidates. In most IFIs, there is a requirement that the staff member compare three or more *curricula vitarum* in order to demonstrate objectivity. Once this task is completed, the procedure follows the routine of enquires from the IFI's recruitment area as to the availability of the candidate on a non-committal basis, followed by that individual confirming availability and entering into negotiations over remuneration and signing a contract. In the process of arriving at the preferred candidate, the IFI project officer may have additional requirements to those presented in the Terms of Reference. These may include matters which cannot be written in Terms of Reference concerning sensitive matters and other subjective elements concerning the project officer's own preferences. In some cases, an unofficial parallel system for the selection of a preferred candidate may be managed by the IFI staff member to ensure that an individual consultant of known capability is appointed. Many IFI staffers fear the appointment of individual consultants who appear highly qualified yet are unknown within the IFI or the peer group of the IFI staffer concerned.

Overriding factors for selection are known ability to write to the requirements of the IFI concerned and experience in the country concerned.

There may be many other modes of entry for individual consultants than those presented in the accompanying diagram. However, the three principle modes of entry must be considered to be; personal contact, registration and recommendation by a person trusted by the IFI staffer concerned. The process for the selection of individual consultants is likely to continue to be as loose as is indicated in this discussion. These systems consistently supply individual consultants of high capability, who are willing to accept the rates paid by IFIs and who have made a commitment to the provision of high quality consultancy expertise in international development. In this way, the international development industry has its own protective mechanism for those currently working in it which is a corollary of the protective mechanisms imposed by professional associations in both developing and developed countries.

Chapter Five

IFIs AND THEIR ORIGINS

This chapter introduces the history of aid from the post second World War period to today and thereby defines IFIs.

The International Finance Institutions (IFIs) are all lending and grant providing institutions oriented to international development. Their origins are seen by some to be in the cultural traits of the lenders and donors and by others to arise from direct self-interest.

Public support in developed countries for the provision of development assistance is today mainly associated with humanitarian beliefs that one should help others less fortunate than oneself. This is akin to those who see the origins of international development assistance in the judaic christian and moslem proselytising traditions, with inevitable trade linkages following religious and cultural influence.

The phenomenon of modern aid provision by governments and through international development banks traces its origins to more recent history, and in particular, the "Marshall Plan" of the USA. The plan, officially known as the "Economic Recovery Plan", assisted the recovery of the economies of Europe in the period 1948 to 1952. It was seen as having achieved all of its goals within the specified four year period at less than the anticipated cost and as the most successful program in the history of foreign aid. Success was due, in no small way, to the necessary social, economic and institutional infrastructures existing in Europe with a specific need for capital (US\$13 billion aid, 90 percent of which was grant).

From this success, the USA under the direction of Marshall Plan Administrator, Paul Hoffman, moved into areas beyond Europe, having stated "we have learned in Europe what to do in Asia, for under the Marshall Plan, we have developed the essential instruments of a successful policy in the arena of world politics".

Such a philosophy led to the new, in the 1930s, phenomenon of international aid. It created dependency on the USA economy and aid to some extent and, over these early years, attracted wider support in the USA when it was observed that successful implementation of the policy led to the creation of worldwide markets as developing countries entered the world economy. The 1950s was also the twilight years of the colonial era and the basis for maintaining relations with ex-colonies became aid, in a form similar to the Marshall Plan. Thus the colonial powers of the United Kingdom, France and the Netherlands, followed the examples of the USA, some simply renaming their Colonial Offices as aid organisations.

In the early 1950s, 20 percent of Marshall Plan expenditure was allocated to under-

developed countries and the concept of counterpart funding, that is recipient governments allocating their resources in parallel with aid funds, was introduced. However, development in these countries was not as immediate or successful as was the post-war recovery in Europe and the general conclusion was reached in the mid 1950s that economic assistance to under-developed countries was harder than initially realised. Up to 1956, the USA had directed its international aid funds through its Economic Cooperation Administration. Subsequently, such assistance was coordinated with the efforts of other developed countries and led to the creation of the International Monetary Fund and the World Bank, with its strong US influence and subsequently, over the period 1959 to 1970 to the creation of the regional development banks.

The development banks raised funds on international capital markets through issuing bonds to member countries in the form of promissory notes. Thus the form of providing international assistance changed in the 1960s from a predominantly grant based system, as developed in the Marshall Plan, to one based on loans, albeit at concessional lending rates in many cases. Through the 1960s, bi-lateral aid organisations were created in developed countries to provide grant, aid to selected developing countries. Bi-lateral aid accommodated more direct political and trade objectives of the donor country than was possible through the multi-lateral development banks.

Major developed countries co-ordinate their aid efforts through the Development Assistance Committee (DAC) of the OECD which has officially noted the difficulties of aligning development assistance. Nevertheless, there is a consensus that such assistance should continue and accommodate some non-development objectives such as political stability and trade enhancement as precursors to economic development. Today, the third world is effectively locked-in to the international development system. While the debate continues as to whether this is fair or not, a general feeling pervades that it is the responsibility of developed countries to provide such aid. The diverse nature of aid today has been captured in the statement of US Under-Secretary of State, George Ball who observed that aid "is a deceptive phrase that comprehends programs and policies dissimilar in nature and effect". The themes of aid are now oriented to; integration with the world economy, institutional change to accommodate technical inputs, acknowledging trade protection barriers and investment and trade flows.

The organisations financing all of this international development are referred to as IFIs - they are listed in the closing chapters of this book.

Chapter Six

IFI OPERATIONS

This Chapter introduces the organisational structures of IFIs and operational units of interest to the individual consultant. IFI modes of operation and, in particular, the Project Cycle, are introduced as essential knowledge for individual consultants seeking to work in the international development field.

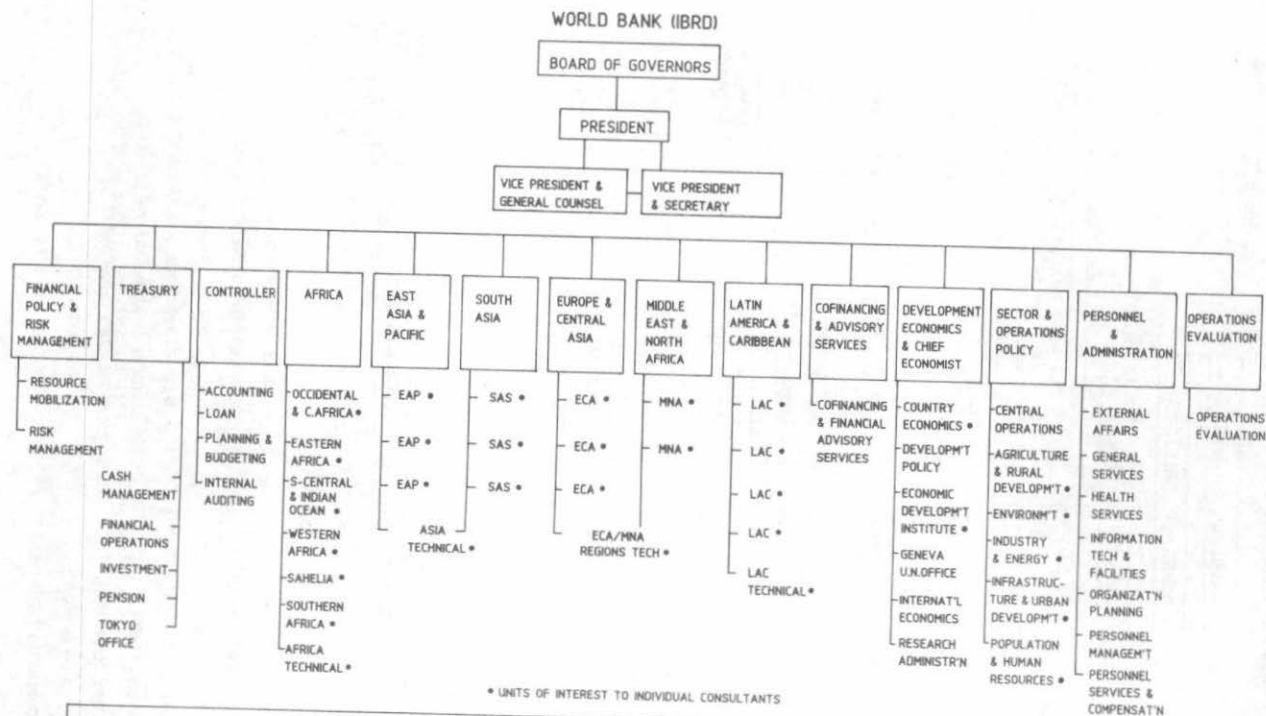
IFI Structures

Some common elements of IFIs can be elicited and variations understood as reflecting the differing charters of IFIs. Individual consultants need to be aware of the functions of relevant units within each IFI and their importance in the selection, supervision, remuneration and evaluation of individual consultants. Where the individual consultant is working through a consultancy company, there will be additional units within the IFI of importance, although this should be the preserve of the company concerned. Examples of organograms of IFIs are presented in the following pages. Functions of IFIs of importance to individual consultants include:

- **Administration**
- **Education and Training**
- **Evaluation**
- **Finance**
- **Programs**
- **Technical**

Administration: Administration sections are usually responsible for the registration of individual consultants. Most IFIs maintain a registration system of available individual consultants. Some IFIs handle registration in separate functional units for individual consultants and consultancy companies such as the DICON and DACON systems respectively in the AsDB.

Education and Training: Some IFIs, particularly bi-laterals have a planned program for the allocation of fellowships to assist persons from developing countries to study in the country of the donor. These units engage individual consultants for such activities as; reviewing of impact of such training, advising policy changes to meet changing political and international circumstances, evaluating institutions providing bulk services for education and training and conducting specific training activities or study tours. Individual consultants are also be engaged by educational institutions as part time or guest lecturers on aspects of international development.



HEADQUARTERS MISSIONS
 European Office (Paris, London)

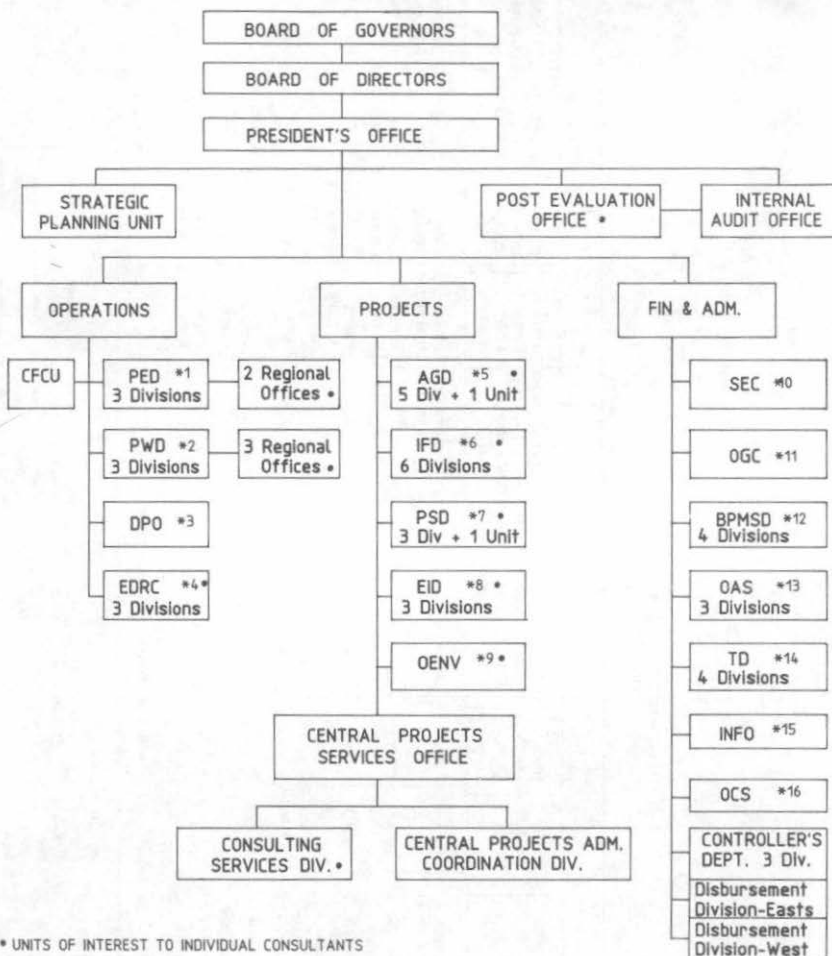
REGIONAL MISSIONS
 Eastern Africa (Nairobi)
 Western Africa (Abidjan)
 Thailand (Bangkok)

U.N. REPRESENTATION
 New York

RESIDENT MISSIONS

Argentina	Burundi	Congo	India	Nepal	Russia	Tanzania
Bangladesh	Cameroon	Egypt	Indonesia	Nicaragua	Rwanda	Togo
Benin	Central Africa Republic	Ethiopia	Madagascar	Nigeria	Saudi Arabia	Turkey
Bolivia	Ghana	Ghana	Mali	Pakistan	Senegal	Uganda
Brazil	Chad	Guinea	Mauritania	Philippines	Somalia	Venezuela
Bulgaria	China	Guinea-Bissau	Mexico	Poland	Sri Lanka	Zaire
Burkina Faso	Colombia	Hungary	Mozambique	Romania	Sudan	Zimbabwe

ASIAN DEVELOPMENT BANK ORGANIZATIONAL CHART



* UNITS OF INTEREST TO INDIVIDUAL CONSULTANTS

1. PROGRAMS DEPARTMENT (EAST)
2. PROGRAMS DEPARTMENT (WEST)
3. DEVELOPMENT POLICY OFFICE
4. ECONOMICS AND DEVELOPMENT RESOURCE CENTRE
5. AGRICULTURE DEPARTMENT
6. INFRASTRUCTURE DEPARTMENT
7. PRIVATE SECTOR DEPARTMENT
8. ENERGY AND INDUSTRY DEPARTMENT

9. OFFICE OF THE ENVIRONMENT
10. OFFICE OF THE SECRETARY
11. OFFICE OF THE GENERAL COUNSEL
12. BUDGET, PERSONNEL & MANAGEMENT SYSTEM DEPT.
13. OFFICE OF ADMINISTRATIVE SERVICES
14. TREASURY DEPARTMENT
15. INFORMATION OFFICE
16. OFFICE OF COMPUTER SERVICES

Evaluation: Projects are evaluated upon completion by many IFIs. A pre-determined proportion of projects are subjected to review, sometime after their completion, in an attempt to assess the sustainable impact of those projects. In other cases, IFIs will have a requirement to prepare a *Project Completion Report* which compares the achievements of the project to the *Project Design Document* and discusses reasons for variations. Project Completion Reports are usually presented soon after the completion of a project and they may then form the basis of subsequent *ex-post evaluation*. Each of these aspects of project evaluation can involve individual consultants.

Program: Program units are sometimes called Country Programs and indicate the geographical focus of most IFIs for the establishment of programs of activity, in particular, countries and regions. Individual consultants need to be aware of the extent of the responsibilities of program units in each IFI to determine whether it is the program area or the technical area which should form the primary point of focus for a specific consultancy.

Technical: Technical units provide in-house technical advice for sector studies, project preparation, appraisal, implementation, supervision and to a certain extent, evaluation. In the AsDB system, they are largely responsible for consultant supervision or at least liaison and thus are of primary interest to individual consultants. By way of contrast, the technical units in the World Bank act as in-house consulting groups for technical advice to program units; individual consultants are engaged to supplement the resources of technical units.

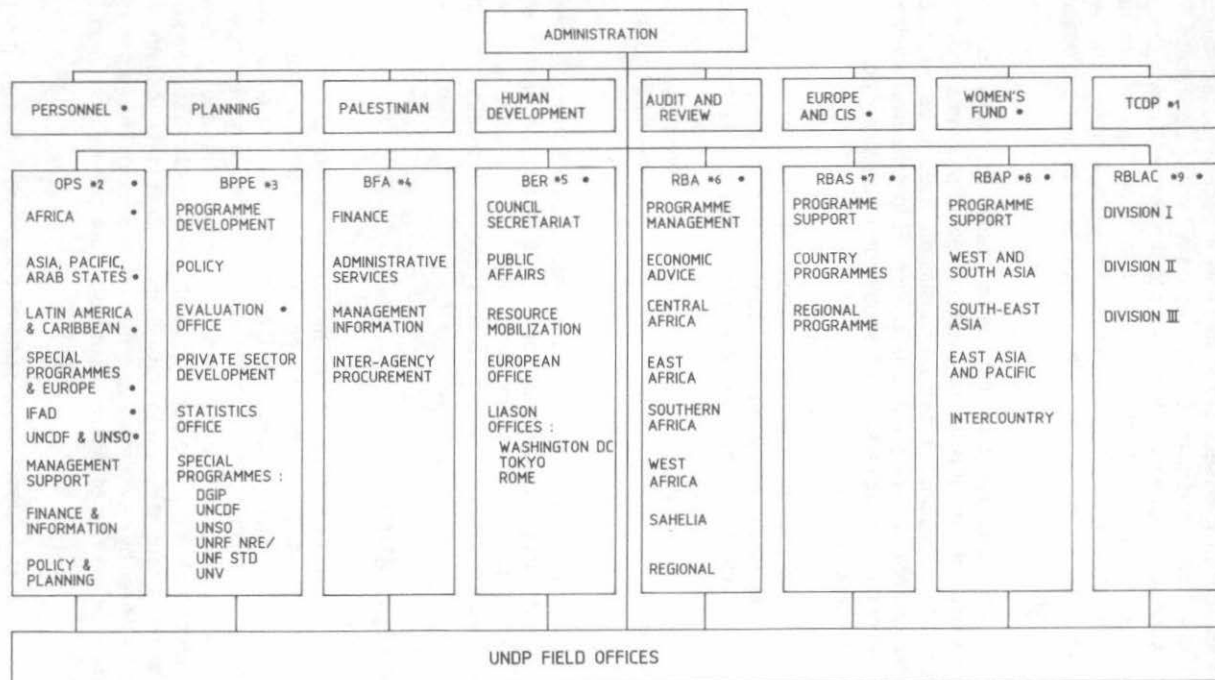
The rising significance of privatisation and private sector funding is creating opportunities for international consultants both in IFIs and in the private sector. Within many IFIs, even some bi-lateral donor IFIs, private sector/privatisation sections have been established - these sections engage individual consultants routinely.

Modes of Operation

IFIs have a further similarity in terms of their modes of operation and in particular, their methods of formulating, implementing and planning future projects. In the language of the industry, this is referred to as the *project cycle*. The project cycle is discussed in most documents concerning the international development agencies; nevertheless, it is summarised here in order to ensure that the context for understanding client organisations is common to all readers. Understanding of the project cycle becomes second nature to consultants involved in the industry and is thus often glossed over by newcomers who mistakenly assume the jargon of the industry to simply be the use of different terminology for activities common to all bureaucracies.

It is possible for technical specialists to perform adequately with only a cursory understanding of organisational structures, the culture of the countries in which they may work and various other matters presented as important in this book; however, it is very difficult for an individual consultant to operate effectively without understanding the project cycle.

UNDP ORGANIZATIONAL CHART



*1 TECHNICAL CO-OPERATION BETWEEN DEVELOPING COUNTRIES

*2 OFFICE FOR PROJECT SERVICES

*3 BUREAU FOR PROGRAMME POLICY AND EVALUATION

*4 BUREAU FOR FINANCE AND ADMINISTRATION

*5 BUREAU FOR EXTERNAL RELATIONS

*6 REGIONAL BUREAU FOR AFRICA

*7 REGIONAL BUREAU FOR ARAB STATES

*8 REGIONAL BUREAU FOR ASIA AND THE PACIFIC

*9 REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN

* UNITS OF INTEREST TO INDIVIDUAL CONSULTANTS

Project Cycle

A project mode of activity is widely utilised by IFIs because it allows definition of activities, inputs and outputs and facilitates management of output oriented activities. Management of the process of developing, implementing and evaluating projects is known as the project cycle. The origins of the project approach to aid lie in the industry's evolution, particularly the Marshall Plan - refer to Chapter Two.

The project cycle is presented in varied forms by different IFIs yet has several essential elements. It is fundamentally a process to accommodate new knowledge within an ongoing mode of operation that ensures that project ideas are examined appropriately, moved forward, implemented and lessons learnt for subsequent projects. The cycle includes aspects of technical feasibility in conjunction with economic and financial assessments, assessments of social impact, environmental impact and sustainability of project outputs. In terms of activities undertaken at each phase of the project cycle, these are commonly classified as follows:

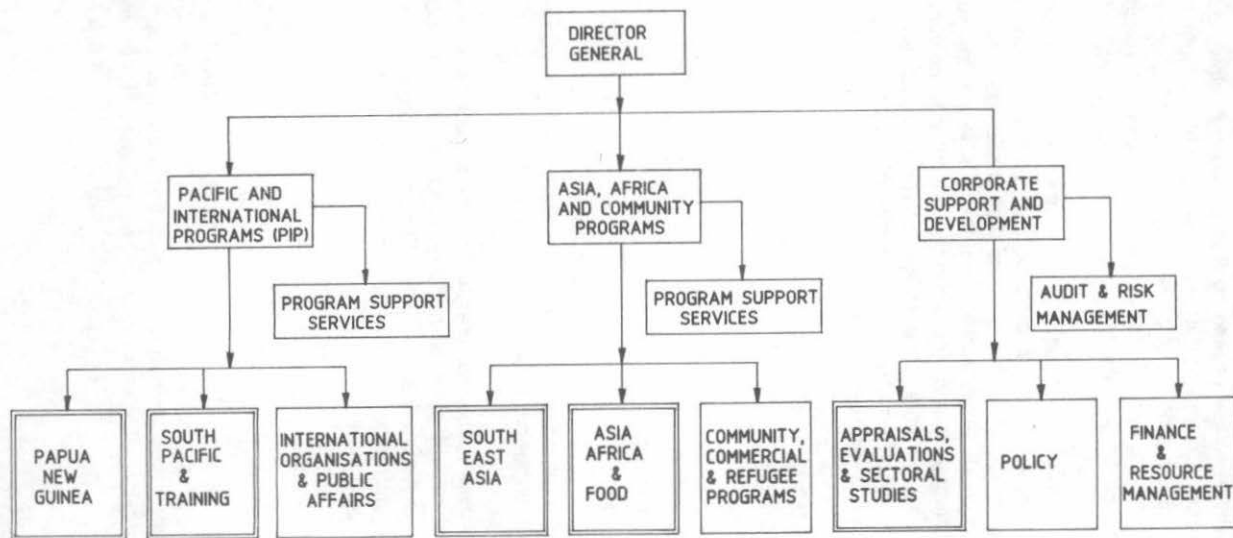
- **Identification**
- **Prefeasibility**
- **Preparation**
- **Appraisal**
- **Negotiation**
- **Implementation**
- **Evaluation**

(Project *evaluation* information is fed into the *project cycle* to assist in the *identification* of further projects)

The following diagram provides one interpretation of the project cycle and factors influencing each phase. Individual consultants need to focus their attention on phases where they may be required and to utilise the appropriate terminology with respect to consultancy opportunities within forthcoming projects. For example, a project that has already been identified and is at the appraisal stage is best raised by individual consultants with IFI staff in terms of possible involvement in the implementation phase. Alternatively, projects listed for possible future funding which have not yet passed through a feasibility stage need to be approached on the basis of providing services for that feasibility study stage not any subsequent implementation which may arise. The wrong terminology or appearing to seek involvement in a phase of the project which has passed or is not on the mind of the IFI staffer at the present time communicates that the individual consultant is inexperienced in the industry. Experience is a key pre-requisite to consultant engagement by IFIs.

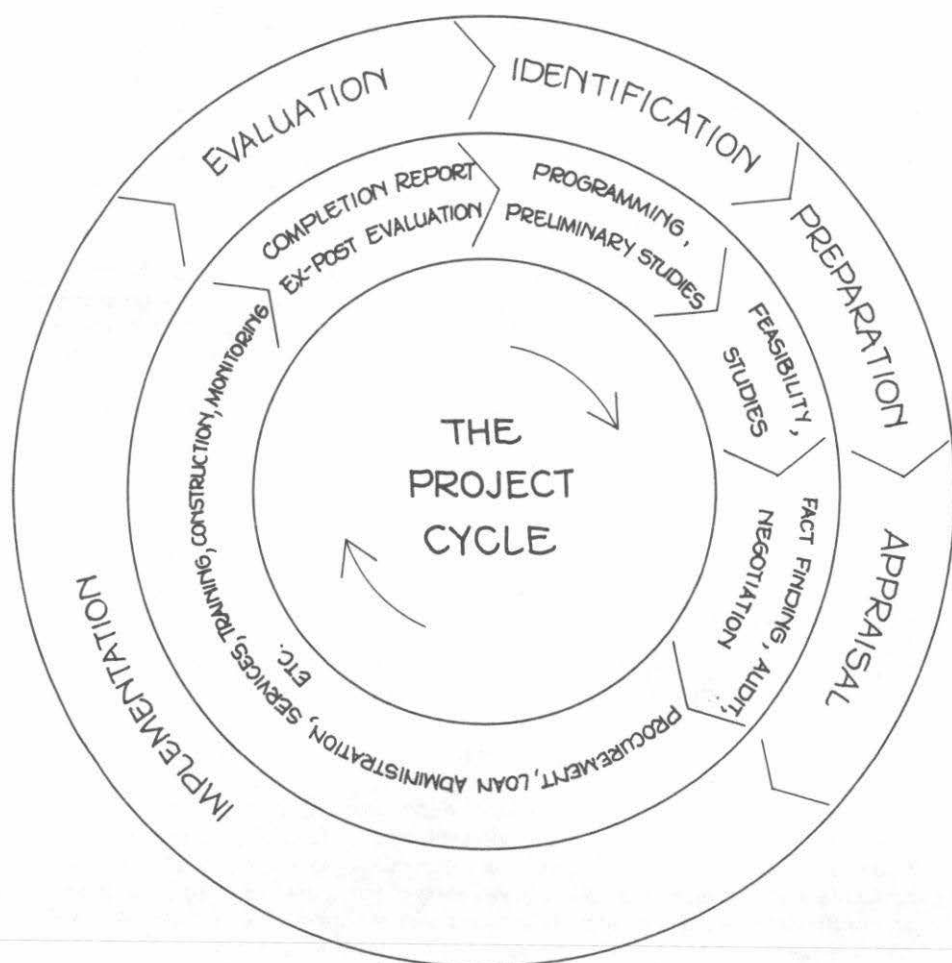
Identification

As noted earlier, individual consultants should not involve themselves in identifying



A BILATERAL DONOR IFI's ORGANISATIONAL STRUCTURE - taken from AIDAB, Australia's Aid Organisation. Note the focus on countries closer to the IFI. Boxes with double lines are of importance to individual consultants.

new projects. This task is undertaken by the recipient or borrowing Government, is commonly mentioned specifically or on a sectoral basis within national development plans and a project idea of development and possibly also political merit will



have also been identified by the IFI concerned as a possible area for assistance. Stories abound, as they do on many subjects in the industry, of individual consultants causing multi-million projects to be initiated - such stories are far more common than the reality and in the last decade it has become extremely uncommon for projects to be generated outside the processes described. Exceptions are usually related to emergencies generated by disaster situations.

Identification consultancy takes various forms. Its objective is commonly to determine the viability of the idea as distinct from the feasibility of a project. Thus the question commonly put to the individual consultant or the team which the individual consultant may form part of is, "is there a project in it?". This question is addressed through the gathering of background information on the region and development requirements within the sector. Some assessment of the available resources both natural and human is made to determine whether a base exists for carrying the idea forward. Areas requiring additional information are identified and that information pursued. Such missions may involve one person, sometimes an individual consultant alone, and may have as their output, the preparation of Terms of Reference for a feasibility study.

At the identification stage, individual consultants need to exercise objectivity. Projects which appear to have been well identified and integrated into the programs of IFIs may be deleted, advanced or delayed according to a range of internal and external pressures. Thus the individual consultant requires information from the staff of the IFI as to the individual consultancy's requirements and must fit in with these and the time schedules set by the IFIs. This often leads to the consultant receiving advice only a few weeks before services are required. Many individual consultants find identification one of the more interesting phases of the *project cycle* and have become accustomed to moving into such opportunities on short notice. Such individual consultants become well-known for their flexibility and are usually assured of a constant consultancy workload.

Prefeasibility and Feasibility

Feasibility studies are conducted within the framework set by the IFI concerned. Studies, while often conducted by in-house staff, may also involve individual consultants. This phase of the *project cycle* offers opportunities for individual consultants to work directly with IFIs rather than through consulting firms.

In some cases, this stage may be termed *prefeasibility* because the following *preparation* phase is required to make an assessment of feasibility. The procedures followed for prefeasibility and feasibility are essentially the same and are based on data collection, development options, evaluation of those options to select a project approach, determining activities and costing and evaluating these. A preliminary cost - benefit analysis may also be included to assist in determining whether the project preparation should be conducted.

Preparation

Project preparation amplifies the feasibility study, often using different personnel, and increases the depth of investigations for economic, environmental, institutional and social analyses. From these analyses, the project is assessed in terms of its viability and its acceptability within both the systems of the recipient or borrowing government and the IFI concerned.

Preparation teams may be comprised of a group of individual consultants, by contracting of a consulting company to provide their own staff supplemented by individual consultants or by a mixed team comprising staff of the IFI and individual consultants. Preparation teams usually require between three and six professionals, each covering their own major disciplinary area and one or two other areas of importance to the project. Where firms enter a costly competitive tendering procedure to conduct a full preparation study, they require an overhead from individual consultants whom they nominate to cover their costs and profits.

The preparation phase offers many opportunities for individual consultant involvement while at the same time calling for special skills in diplomacy, especially for preparation team leaders. This phase puts the consultant in contact with the borrowing or recipient government and its key staff which provides both advantages to the consultant in terms of involvement in subsequent phases of the project and disadvantages in terms of being seen to back down from agreed positions if the IFI requires significant changes in the project design. During the preparation phase, the client is usually the IFI although day to day contact, is with staff of the recipient or borrowing government. Balancing these relationships in difficult situations is an additional skill required in individual consultants and in particular, team leaders.

During project identification, individual consultants increase their chances of involvement in further phases of the project through becoming known to the three major groups offering future opportunities viz: the recipient or borrowing government, the IFI concerned and interested consulting firms or their equivalents. The individual consultant, once known and respected by the recipient or borrowing government becomes attractive to consulting firms tendering on the implementation of that project. Within the restrictions of professional ethics and IFI regulations, individual consultants can advance their own attractiveness by ensuring that consulting firms likely to be interested in the project are aware of the experience of the individual in the country and with the agencies concerned. These are factors which earn additional points for most consultancy firm proposals.

The project preparation report, the output of the preparation phase, is submitted by the team leader to the IFI concerned. This document forms the basis of appraisal, the next phase in the *project cycle*.

Appraisal

Appraisal is a term adopted from the Banking sector. It is conducted rigorously by IFIs, especially those established as Development Banks. Appraisal is based on: *fact finding* - to elicit additional information on any areas seen as deficient or to have changed since the project preparation document was submitted; appraisal of the

information available on an objective basis including field assessments and screening against the requirements of the IFI concerned, and negotiation which involves the IFI dealing with the government to agree on conditions necessary for project implementation.

Fact finding offers opportunities to individual consultants to supplement the activities of IFI staff. Once the project is at this stage of the cycle, there may enter an element of urgency within the IFI to process the project within a specified time frame. These circumstances commonly lead to IFI staff being overloaded. This is also the phase in the project cycle where recipient or borrowing governments feel that unreasonable demands are being placed on them in terms of requirements by the IFI for policy changes or facilitation for the implementation phase; these stresses sometimes lead to projects being dropped from lending or donor programs.

Appraisal proceeds after fact finding has been completed and new data accommodated. Appraisal is controlled by the IFI's own staff and takes the form of an audit to ensure that the project is consistent with the objectives of the IFI. This is a straight forward task where project preparation has been conducted in a complete manner. Some IFIs engage individual consultants to assist with appraisal and require complete impartiality in assessing the project preparation document. The appraisal may also amplify technical, social and environmental aspects of the project preparation. Another of the many tasks of an appraisal team is assessment of consulting inputs for implementation; in some cases these are a reflection of the preparing consultants' aspirations for subsequent involvement. This provides a ready example of the audit function performed during appraisal in checking of the information presented in the project preparation document. Economic and financial assessments are also updated.

In IFIs acting as donor agencies, the appraisal stage follows a similar approach and requires attention to:

- ***economic analysis***
- ***environmental analysis***
- ***financial analysis***
- ***institutional analysis***
- ***social analysis***
- ***technical analysis***

These analyses are commonly used as a check on each stage of the project formulation logic. The same criteria are utilised by IFIs which act as development banks although the emphases may vary, particularly in terms of the rigour applied to economic and financial analyses.

The appraisal stage, perhaps offers more opportunities to individual consultants than consulting companies. This arises from requirements of some IFIs that consultants engaged in appraisal be disqualified from involvement in the subsequent stage of implementation. While exceptions can be made to these rules, such exceptions may be more commonly granted to individuals than to consulting

companies because the essence of the disqualification requirements is to maintain impartiality of the appraisal process.

Loan negotiation is the final stage of the appraisal phase wherein an IFI that acts as a Bank and the borrowing government agree on loan conditions. It is very unusual for any individual consultants to be involved in loan negotiations. Individual consultants need to be aware of the signs that the negotiations have been successfully completed as these indicate the timing of subsequent consulting opportunities; a key word which indicates that full agreement has been reached is *loan effectivity*.

Implementation

Following *effectivity* the longest phase of the project cycle and that often involving the majority of consulting services begins. Implementation is the primary focus of large consulting firms which may provide individual consultants from their own ranks for earlier phases of the project cycle as a market intelligence exercise. However, in the earlier phases of the project cycle, individual consultants are competing on a roughly equal basis to consulting companies (except in the AsDB project preparation procedure); this is not the case during the implementation phase.

Consultants engaged for the implementation phase are, more often than not, engaged from consulting firms. This arises through the tendering processes utilised which, for administrative simplicity, usually packages consultancy services into a single contract. Other advantages arise in management terms whereby the consulting firm accepts responsibility for replacement of unsatisfactory or ill consultants and for providing backup services of administration and financial management to assist the overall project. In some cases, borrowing governments may recruit individual consultants directly. This opens up opportunities for individual consultants but may limit opportunities to those individual consultants who know the project and are known to the borrowing government. Consulting firms may also provide the individual consultants in this circumstance.

Individual consultants should therefore focus on the consulting companies likely to win such management contracts and offer their services to those companies. From the viewpoint of some individual consultants, this may represent some loss of individuality but in effect it is no different from the individual consultant contracting to IFIs or governments directly. The individual consultant can satisfactorily view the major consulting firm as another client organisation or as an agent of the IFI concerned.

In the text, *Management Consulting: A Guide to the Profession*, Kubr states that there must be a collaborative relationship between the client and the consultant for a consultancy to be viewed as effective. In the case of the international development industry, this could be extended to include two clients. Thus an effective consultancy in the international development industry would be one where a collaborative relationship existed between the government, the IFI and the consultant.

During the implementation phase, IFIs and in particular Development Banks, are particularly interested in the rate of disbursements of funds. To a lesser extent, donor IFIs become interested in ensuring that projects meet administrative and financial targets of expenditure and, in these circumstances, consultants are offered greater flexibility and responsibility than they may sometimes realise. As projects sometimes require changes in their design as they proceed through implementation, consultants are in a key position to advise and orchestrate requisite changes with less involvement of the financing IFI. Implementation assignments may extend up to two years while also including short term (for to six weeks) assignments.

Evaluation

A Project Completion Report prepared by the recipient government or implementing consultants is required by most IFIs to evaluate project performance soon after completion. While it is often difficult to ensure objectivity so soon after the completion of the project, such reports are useful in providing documentary evidence for subsequent Ex-post Evaluations. Completion Reports sometimes require individual consultants to work in conjunction with staff of the IFI. Likewise Ex-post Evaluations which may take place three or more years after the project has been completed, may also require individual consultants. Consultants engaged for these purposes, particularly that of Ex-post Evaluation, are usually those who have not been involved during project implementation.

Peak Demand for Consulting Services

The project cycle represents a conceptual method of presenting the inter-relationship of activities that occur within all IFIs. However, within the cycle, there are factors at work which lead to a concentration of consulting opportunities arising at certain times. The most pressing of these is the end of the financial year which leads to greater engagement of consultants in the final quarter. As IFIs are located across the world and operate to different financial years, individual consultants can target IFIs according to the periods when their services may be in greatest demand. An indicator of this type of activity is loan approvals reaching their highest levels immediately before the end of the financial year. Another period of activity for individual consultants is associated with changes in policy and, in particular, increases in lending programs of IFIs; such information is usually readily available from press releases.

Project Types

IFIs vary in the types of projects which they undertake. For example, IFIs acting as Development Banks, prefer major investment projects such as national restructuring and sectoral development. These require consultants for a range of technical

services at feasibility and implementation stages. Loans made by Development Banks utilise consultants during implementation in more than 50 percent of cases for foreign engaged consultants and in a higher proportion when consultants from the country concerned are included.

Typical Development Bank projects may involve; investments in capital works, infrastructure development, human resource development through education and training, institutional development through re-arrangement of staff and functions of key government organisations, and technical innovations. Consultancy requirements will focus on all of these areas wherever a deficiency in local capability has been identified. Consultants will be required to undertake specific tasks including; training and assisting the project to meet its obligations of disbursement, procurement and utilisation of procured articles on a timely basis. These individual consultants may be experts in; management, education and training, engineering, agriculture, communications and transport among most other disciplines.

Where projects are funded by donor IFIs, project objectives may differ. The United Nations, as a multi-lateral donor, has multiple levels of objectives within which projects must be designed. An overall *development objective* sets the context and the *immediate objective* effectively becomes the goal with strategies and activities flowing from it. Bi-lateral aid donors utilise a similar system and accommodate their political objective such as enhanced trade benefits by defining the sector context and then the specific aspects of the sector which a project aims to assist. The project itself is ultimately being defined as a group of activities which the donor has agreed to fund. Consultancy inputs in such donor IFI projects are commonly required for specifically identified groups of activities. A higher emphasis is placed on on-the-job training of counterparts and on the transfer of technology.

The role of individual consultants varies slightly according to the nature of the IFI funding a project. This requires individual consultants to be aware of the objectives of the IFI concerned in addition to the objectives of the project itself. This understanding, coupled with an understanding of the *project cycle*, enables the individual consultant to accept a consultancy assignment confident that the requirements of the various participants can be met. For the individual consultant to accept assignments without this background knowledge places that consultant in jeopardy of undertaking tasks which are not the priority of all parties or perhaps worse, are the priority of the consultant alone.

Chapter Seven

SIZE OF THE INDUSTRY

This Chapter introduces the individual consultants' philosophy, and discusses the size of the industry and that part accessible to individual consultants, the project concept and IFI terminology of relevance to the individual consultant.

The Consultant's Worldview

The individual consultant often views the industry on three levels; IFIs recruitment of individual consultants, the funds expended in these undertakings, and to a certain extent, the role of international financing. With increasing public concern over the magnitude of international debt (estimated to be more than US\$1 trillion dollars) and comparisons with the combined GNP of OECD countries (estimated at some US\$8 trillion) and the rising public debt of the United States, opinions over fair and correct development are as diverse as the philosophies of observers. Some see aid as exploitative of under-developed countries. While the absolute concerns are of interest, emotional involvement is not consistent with successful engagement as an international development consultant. The industry itself generates much literature from professionals in academic institutions, NGOs and private organisations. IFIs adapt their positions in response to well founded observations and it is probably fair to say that concern over debt for the last decade has led to an increased focus on project feasibility in technical, economic, social and environmental terms. The lesson for the individual consultant is that the industry is becoming increasingly focused on excellence in these four key areas.

Size of the Industry

Many developing countries obtain more than 50 percent of their development finance through IFIs. The huge need for technical, economic and other expertise generated from such expenditure leads to an estimated US\$25 billion expenditure on consultancy and related services per year. The majority of this expenditure is channelled through consulting organisations in the private, government and non-government sectors. However, individual consultants represent a significant proportion of the expertise supplied to IFIs directly and via their agents be they private sector consulting firms, government organisations, NGOs or other entities. Even UNDP, which is not a large investor in individual consultants, had some 6,900 ongoing projects in 152 countries in 1990, more than half of which had some role for individual consultants.

The international consultancy market is probably the world's largest consultancy market. For companies based in developed countries, it may not represent the most profitable consultancy activity per hour or dollar invested but often offers the potential for high total rewards. From the individual consultant's perspective, rates may not be as high as the highest rates attainable in developed countries, yet are maintained at levels which can produce acceptable professional incomes for itinerant independent consultants. Exemptions from income tax on IFI payments by some countries influences the acceptability of these rates.

It is of interest to note that one of the major texts on consulting (Kubr, M (1986). *Management Consulting: A Guide to the Profession*. International Labour Organisation, Geneva. 611 pages) does not emphasise the international development industry, even though the publisher is one of the IFIs itself.

The accompanying graph indicates the total resource flows from developed to developing countries over a ten year period and highlights the importance of development finance in those countries. It is of interest to note the declining absolute expenditure and proportion contributed by the international banking sector (this does not include IFIs that are Banks such as the World Bank) and other sources of finance to developing countries.

Projects and the Individual Consultant

Projects are the basis of funding for most IFI consultancies. IFIs behave predictably in funding projects because they follow strict procedures. The sources of funding for developing countries as illustrated in the following figure indicate the responsibility and the power which IFIs have. For these reasons, strict procedures relating to project identification, investigation, appraisal and financing exist in a continuum commonly referred to as the *project cycle*. The individual consultant needs to have an appreciation of the project cycle and more particularly, must understand that there is little scope for generating projects outside the cycle. From time to time, experienced agents of IFIs such as private consulting companies may refer ideas to staff in IFIs hoping that a project in the area concerned eventuates. However, this is a practise which carries its own risk as it is easily misunderstood by staff in the governments of developing countries and IFIs and has its own financial costs to the company concerned with no guarantee of further involvement even if a project eventuates.

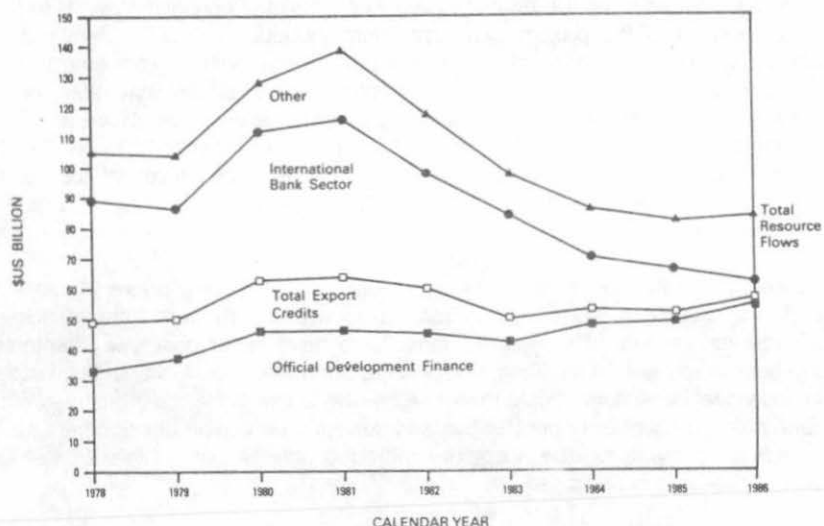
Experienced individual consultants are aware of the omnipresent needs of developing countries which range from social welfare through infrastructure to technical innovations. These same consultants have either observed attempts or have been involved in stimulating new projects and realise the futility of such action. The individual consultant should therefore be aware that while the industry is huge, offering almost countless opportunities and servicing perceived development needs in developing countries, the scope for individual intervention in the IFI decision making process is quite limited.

This role is not entrusted to any one person or small group of persons but is handled by IFIs within a formalised project cycle. This is seen as a balance against individual lobbying and as a means of handling possible conflicts of interests by the IFIs.

IFI Origins and Relativities

The origins of IFIs are varied but can be understood in the terms implied from the vertical boxes presented in the figure in Chapter One and the brief history presented in Chapter Two. United Nations organisations provide funds on a grant basis with specific objectives for each organisation. Similarly, bi-lateral and some multilateral aid organisations are exclusively based on the provision of grants for development. Bi-lateral arrangements commonly have political overlays such as trade or human rights objectives of the donor country. Banks such as the World Bank and the Asian Development Bank utilise donor (shareholder) contributions together with commercial funds accessed from world capital markets to provide financing for development activities. Concessional financing is offered through special contributions to, for example, blend commercial funds with funds subscribed by developed country members of the Banks. Other funds are available through OPEC countries and increasingly through Japan's ability to provide development finance

The major sources of development funds are the World Bank (which represents some 70 percent of all funds available through such Banks) and the other Banks listed in the figure in Chapter One such as the Asian Development Bank, the African Development Bank and the Inter-American Development Bank. The cumulative lending of the World Bank (International Bank for Reconstruction and Development - IBRD and International Development Association - IDA) is presented in the accompanying World Bank table.



IBRD and IDA Cumulative Lending Operations, by Major Purpose and Region, June 30, 1991
(millions of US dollars)

Purpose ^b	IBRD loans to borrowers, by region ^a				Total
	Africa	Asia	Europe, Middle East, and North Africa	Latin America and the Caribbean	
Agriculture and Rural Development					
Agricultural credit	319.8	1,568.4	2,898.8	2,660.9	7,447.9
Agriculture sector loan	16.8	585.3	1,332.0	2,507.1	4,441.2
Agroindustry	30.0	325.2	1,149.7	1,228.4	2,733.3
Area development	1,628.6	1,756.1	996.5	3,385.4	7,766.6
Fisheries	0.0	106.7	48.0	16.2	170.9
Forestry	349.5	78.0	317.5	116.0	861.0
Irrigation and drainage	110.2	4,110.8	2,713.1	2,274.5	9,208.6
Livestock	170.7	318.0	236.0	1,042.0	1,766.7
Perennial crops	634.5	1,410.8	108.0	123.0	2,276.3
Research and extension	111.7	448.4	207.4	585.0	1,352.5
Total	3,371.8	10,707.7	10,007.0	13,938.5	38,025.0
Development Finance Companies	1,059.0	5,377.8	6,843.7	7,311.1	20,591.6
Education	392.1	3,390.2	2,592.5	1,795.4	8,170.2
Energy					
Oil, gas, and coal	385.2	4,614.8	2,522.8	1,382.2	8,905.0
Power	1,782.1	14,747.7	6,707.2	11,239.7	34,476.7
Total	2,167.3	19,362.5	9,230.0	12,621.9	43,381.7
Industry					
Engineering	27.7	10.0	11.0	9.5	58.2
Fertilizer and other chemicals	0.0	2,167.8	791.4	848.5	3,807.7
Industry sector loan	15.6	2,770.1	2,802.9	1,359.5	6,948.1
Iron and steel	20.0	189.0	512.8	1,067.0	1,788.8
Mining, other extractive	533.5	0.0	237.2	747.5	1,518.2
Paper and pulp	48.4	105.5	263.3	20.0	437.2
Textiles	63.0	157.4	307.3	0.0	527.7
Tourism sector loan	54.5	25.0	96.6	187.5	363.6
Total	762.7	5,424.8	5,022.5	4,239.5	15,449.5
Nonproject	1,943.6	3,829.3	6,085.9^c	5,215.6	17,074.4
Population, Health, and Nutrition	289.4	618.8	335.2	1,105.8	2,349.2
Public-sector Management	0.0	32.0	130.0	1,454.0	1,616.0
Small-scale Enterprises	440.7	1,431.5	834.0	1,985.6	4,691.8
Technical Assistance	138.8	53.0	254.8	286.8	733.4
Telecommunications	510.2	1,348.2	1,091.8	508.3	3,458.5
Transportation					
Airlines and airports	59.0	14.8	7.0	218.5	299.3
Highways	1,817.8	5,096.7	3,640.3	5,828.3	16,383.1
Pipelines	0.0	0.0	94.5	23.3	117.8
Ports and waterways	285.9	1,722.5	1,716.0	523.7	4,248.1
Railways	733.5	3,013.8	1,483.9	1,938.5	7,169.7
Transportation sector loan	61.6	377.2	556.0	188.6	1,183.4
Total	2,957.8	10,225.0	7,497.7	8,720.9	29,401.4
Urban Development	933.7	3,159.4	981.3	3,853.1	8,927.5
Water Supply and Sewerage	1,059.8	1,685.4	3,064.8	3,373.7	9,183.7
Grand total	16,026.9	66,645.6	53,971.2	66,410.2	203,053.9

a. Except for the total amount shown in footnote d, no account is taken of cancellations subsequent to original commitment. IBRD loans to the IFC are excluded.

b. Operations have been classified by the major purpose they finance. Many projects include activity in more than one sector or subsector.

Source: World Bank

IDA credits to borrowers, by region^a

Africa	Asia	Europe, Middle East, and North Africa	Latin America and the Caribbean	Total	Total IBRD and IDA
385.6	2,559.3	305.5	23.5	3,273.9	10,721.8
848.3	393.7	40.0	1.4	1,283.4	5,724.6
361.4	676.9	138.0	16.5	1,192.8	3,926.1
1,602.1	1,983.7	200.6	86.1	3,872.5	11,639.1
55.7	192.3	67.3	0.0	315.3	486.2
358.6	1,010.0	1.7	12.8	1,383.1	2,244.1
855.6	5,619.5	1,281.5	18.5	7,775.1	16,983.7
457.2	331.2	49.5	67.5	905.4	2,672.1
488.9	491.5	15.0	3.2	998.6	3,274.9
562.3	735.1	159.2	21.0	1,477.6	2,830.1
<u>5,975.7</u>	<u>13,993.2</u>	<u>2,258.3</u>	<u>250.5</u>	<u>22,477.7</u>	<u>60,502.7</u>
1,281.2	578.6	273.7	144.1	2,277.6	22,869.2
2,045.2	2,393.5	730.5	86.2	5,255.4	13,425.6
427.5	407.4	111.0	33.0	978.9	9,883.9
<u>1,130.1</u>	<u>3,635.3</u>	<u>393.6</u>	<u>189.7</u>	<u>5,348.7</u>	<u>39,825.4</u>
<u>1,557.6</u>	<u>4,042.7</u>	<u>504.6</u>	<u>222.7</u>	<u>6,327.6</u>	<u>49,709.3</u>
16.7	0.0	0.0	0.0	16.7	74.9
35.0	884.0	76.4	0.0	995.4	4,803.1
302.7	335.8	29.5	0.0	668.0	7,616.1
40.0	0.0	0.0	0.0	40.0	1,828.8
13.9	16.0	0.0	49.5	79.4	1,597.6
50.0	0.0	0.0	0.0	50.0	487.2
20.0	104.7	7.0	0.0	131.7	659.4
18.0	20.2	48.5	0.0	86.7	450.3
<u>496.3</u>	<u>1,360.7</u>	<u>161.4</u>	<u>49.5</u>	<u>2,067.9</u>	<u>17,517.4</u>
3,127.5	3,070.5	395.0	287.4	6,880.4	23,954.8
842.1	1,337.3	313.2	99.5	2,592.1	4,941.3
307.7	0.0	0.0	0.0	307.7	1,923.7
228.7	281.5	88.8	27.5	626.5	5,318.3
737.3	155.2	44.6	38.5	975.6	1,709.0
352.1	869.3	142.7	0.0	1,364.1	4,822.6
14.0	7.5	2.5	0.0	24.0	323.3
2,716.1	1,183.1	282.3	167.3	4,348.8	20,731.9
0.0	0.0	0.0	0.0	0.0	117.8
413.9	372.7	44.7	16.0	847.3	5,095.4
587.6	1,124.2	138.5	45.0	1,895.3	9,065.0
<u>392.2</u>	<u>348.5</u>	<u>30.0</u>	<u>0.0</u>	<u>770.7</u>	<u>1,954.1</u>
<u>4,123.8</u>	<u>3,036.0</u>	<u>498.0</u>	<u>228.3</u>	<u>7,886.1</u>	<u>37,287.5</u>
868.5	1,448.7	251.3	127.0	2,695.5	11,623.0
<u>675.5</u>	<u>1,453.2</u>	<u>573.6</u>	<u>78.8</u>	<u>2,781.1</u>	<u>11,964.8</u>
<u>22,619.2</u>	<u>34,020.4</u>	<u>6,235.7</u>	<u>1,640.0</u>	<u>64,515.3</u>	<u>267,569.2^d</u>

c. Includes \$497 million in European reconstruction loans made before 1952.

d. Cancellations amount to \$14,080.12 million for the IBRD and \$2,191.09 million for IDA, totaling \$16,271.21 million.

Source: World Bank

The table below provides some indication of the aid provided by selected OECD countries.

Selected OECD Countries' Aid Contributions (1987/88)

Country	Volume (US\$ m)	GNP (%)	Grant (%)
Netherlands	2,231	0.98	94.9
France	6,959	0.73	89.3
Canada	2,340	0.50	99.9
Australia	1,091	0.46	100.0
West Germany	4,700	0.39	85.7
United Kingdom	2,615	0.32	98.7
Italy	3,012	0.37	90.9
Japan	9,134	0.32	75.4
U S A	9,777	0.20	97.2
TOTALS	47,583	0.35	90.2

Source: After OECD, Draft Press Communique on 1988 Financial Flows to Developing Countries, 9 June 1989.

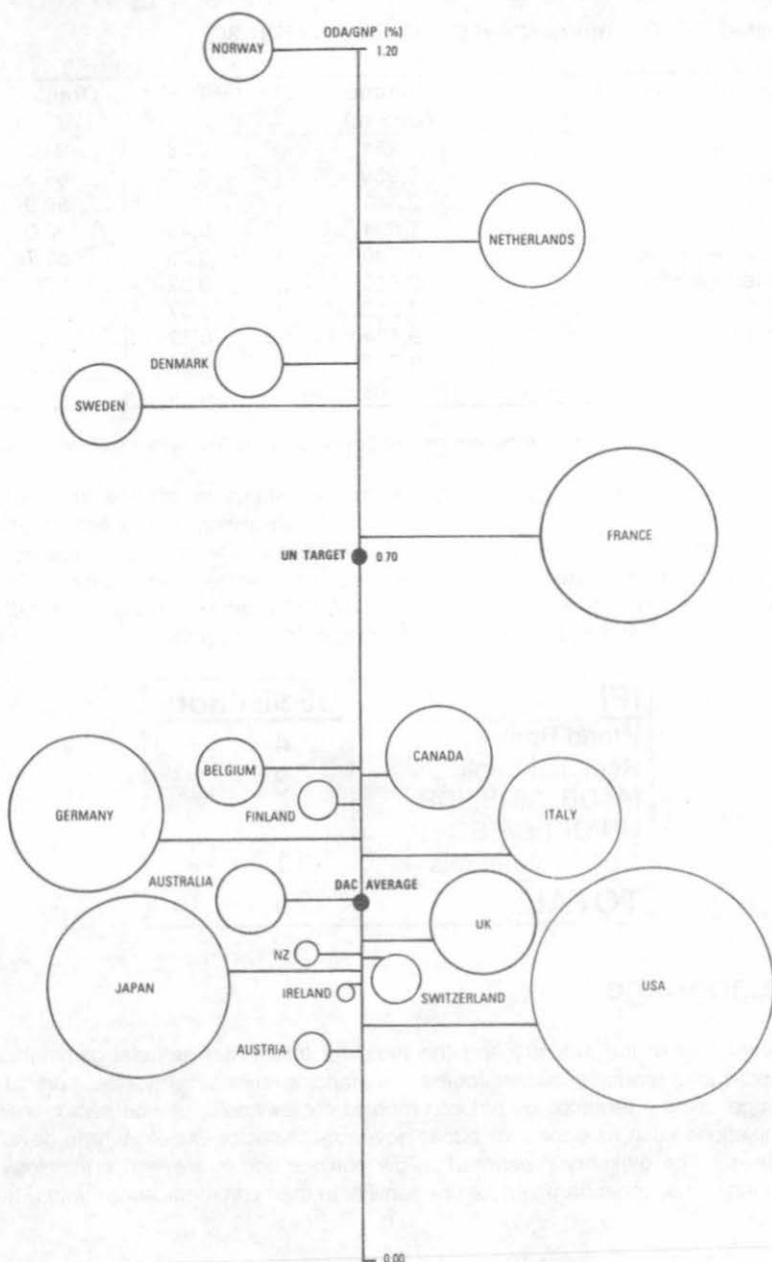
Estimates of the total funds accessible to consultants in general are presented below for major IFI groupings. The total of US\$25 billion that is estimated to be available to allocate for consultancy services each year covers all related costs including overheads, travel, subsistence costs and in some cases training. Of these figures, it has been estimated that some US\$500 million is available to individual consultants servicing IFIs directly or through appointed agents.

IFI	US\$Billion
World Bank	4
Regional Banks (AsDB, AfDB, IDB)	3
UN/OPEC/EEC	7
OECD Bi-laterals	11
TOTAL:	25

IFI Language

The very size of the industry and the need for inter-organisational communication has produced specific terminologies. Financing terms form one part of that language using a terminology not common to, for example, private sector financing organisations such as banks, or public government sector expenditure in developed countries. The glossary presented below outlines some relevant terminology with which individual consultants should be familiar in their communications with IFIs.

Aid Donor Performance: Comparative Volumes and ODA/GNP Ratios 1986



Note: The vertical axis represents relative ODA/GNP performance. Area of circles represents total ODA. (Australia=US\$0.7 million 1987-88 financial year.)

Funding Agency:

This commonly refers to UN agency regulations which require that the financing institution does not execute its own activities. Thus UNDP may undertake feasibility or design work on behalf of the World Bank or vice versa. Individual consultants should focus on the *executing agency*.

Consultant Trust Funds:

Trust funds are established with Banks such as the World Bank, AfDB and AsDB by aid donors through their bi-lateral aid agencies. Trust funds are usually grants and are administered by the Bank concerned within guidelines negotiated between the Bank and the donor. Most trust funds require that funds are spent on consultants from the donor country. Individual consultants should be aware of the trust funds contributed by their own governments to such Banks and the limitations on their use.

Project Preparation:

Project preparation is the mechanism for IFIs to create new projects. The source of funding is either a grant e.g. AsDB or by way of a pre-agreement with the Government that any project issuing from the project preparation will have the cost of the project preparation added into the loan amount. Individual consultants should focus on the IFI concerned.

Technical Assistance Grants and Loans:

These are projects which bring together a series of feasibility and project preparation studies under one project for which a grant or loan is provided. They are of importance to consultants insofar as the majority of the loan amount is expended on consultancy and related tasks. From the individual consultant's viewpoint, it is necessary to determine whether decisions as to the appointment of individual consultants is made by the borrower i.e. the Government of the country concerned or by an appointed consulting company. The AsDB has a particularly active technical assistance grant program.

Co-Financing:

Co-financing is most commonly between Banks but may include the provision of a grant from a bi-lateral aid agency for the technical assistance. It differs from Consultant Trust Funds in that the selection is commonly conducted by the bi-lateral agency itself and therefore is effectively restricted to nationals of the donor country.

Feasibility Study Funds:

These funds are made available by donor Government agencies and are usually associated with international trade. They aim to assist the consultant to conduct feasibility studies for projects which may then be financed through other mechanisms or agencies. Individual consultants should focus on the consulting firms in their own countries that are seeking to access such funds.

Managing Agent:

The managing agent, also known as the Project Manager, the Contractor, the Consultant and the Firm, refers to a consulting company which has been assigned a contract with an IFI to implement a project and provide technical expertise. Managing agents are a clear target for individual consultants.

Grant Aid:

Grant aid represents the provision of funds without any requirement to repay. This is the common form for bi-lateral organisations to finance projects and such projects commonly have a higher proportion of technical assistance and hence consultant involvement than do the larger projects financed through Development Banks. The AsDB also has grant funds for Technical Assistance projects.

Development Bank Financing:

Development Banks in developing countries were established during the last 25 years as a mechanism for stimulating local sources of credit for development in individual projects. The sources of funds for these Development Banks is commonly a major IFI which in turn supervises, to a certain extent, the activities of the Development Bank in the borrowing country. Individual consultants are commonly required for in-house technical assessment and the development of skills for loan assessment and supervision.

IFI language applies to areas other than finance. Other key terms appear through this book and represent the jargon which the aspiring individual consultant will assume in the pursuit for understanding and participation in the industry.

Preliminary Targeting

This section aims provide an additional context for the foregoing information for individual consultants. Analyses of the extent of markets from the perspective of

national disciplinary consulting groups have focused on the funding availability within sectors, the capabilities of professionals in the country concerned and the means by which an additional share of the IFI expenditure can be attracted to consultants in the country concerned. A similar exercise can be undertaken by individual consultants.

The individual consultant can consult publicly available documents from the World Bank, Asian Development Bank and similar organisations in addition to the aid program in the country of the consultant. In the case of individual consultants from developing countries, the last category simply changes to be the strategies of bi-lateral donor agencies for projects in that country. On assessing these expenditures and projects, the individual consultant can assess those forthcoming opportunities which fall within the discipline of interest and further focus on areas within these where there is little other expertise available to compete with that of the individual consultant. Such an approach might lead to a specialist identifying ten opportunities in one year which could then be pursued more actively through written and telephone communication and follow up visits to the headquarters of the IFIs concerned.

From ten such opportunities, servicing two to five would represent an equivalent full time workload commonly spanning some 220 days. For individual consultants who are working from an existing employment base, a similar focusing strategy is recommended. Simply sending a *curriculum vitae* in response to every opportunity about which the individual consultant hears is unlikely to land any specific opportunity.

Chapter Eight

REGISTRATION

This Chapter explains the purpose of registrations with IFIs, the basis by which they are assessed and suggestions for the completion of registration forms and their presentation. It also advises on means of ensuring that registrations and curriculum vitae reinforce each other.

The Purpose

Individual consultants should register with those IFIs to which they believe they can expect to provide services. It is not realistic to consider that any one individual consultant can regularly serve more than a few IFIs unless that consultant has a highly specific technical skill or a highly developed country knowledge. Abbreviated registration forms for IFIs are presented as annex to this book. These can be utilised in some cases by photocopy and completion although it is recommended that registrants request forms from IFIs in order to establish initial contact and to ensure that the form they are completing is current. Some IFIs maintain a follow up service for people who apply for registration forms.

The purpose of registering with IFIs is to ensure that an up-to-date copy of one's *curriculum vitae* is available for internal IFI use. The *curriculum vitae* must be in the form required by the IFI and not simply be a standard document circulated to several agencies. It will be accessed by the IFI in situations where; there is no preferred candidate, where *curricula vitae* are required for comparative purposes, and where an individual consultant is preferred by a staff member in an IFI yet there is a requirement to consider names on the registration data base. The process is outlined in the following diagram.

A further purpose of registration forms is to demonstrate commitment on the part of the individual consultant. Completion of the registration form takes considerably more effort than simply photocopying a standard *curriculum vitae*. There is greater standardisation of the registration formalities between IFIs for consulting firms than for individual consultants.

IFIs appear to be developing more objective systems to assess individual registrations on a basis similar to job applications. This results from recommendations of management consultants engaged to advise on the process in some IFIs while in others it is simply a recognition of the need for streamlining assessment procedures. Whatever the reason, individual consultants should be aware of the various means of quantifying information presented in registrations. One example is presented in the following box.

IFI ASSESSMENT OF REGISTRATIONS

One attempt at quantifying information presented in registrations is based on the following:

Points	Education	Experience	Languages	Planning	Referees
10	Relevant PhD	20 years of relevant experience	3 or more UN languages (English)	Experienced and having prepared systems in past	3 or more relevant referees
9	Relevant Masters	11-19 years of relevant experience	3 or more UN languages (English)	Experienced and having prepared systems in past	3 or more relevant referees
8	Relevant Masters	6-10 years of relevant experience	3 or more UN languages (English)	Experienced and having prepared systems in past	3 or more relevant referees
7	Relevant Bachelors	1-5 years of relevant experience	2 UN languages	Sound knowledge of planning procedures	2 or more relevant referees
6	Relevant Bachelors	1-5 years of relevant experience	2 UN languages	Sound knowledge of planning procedures	2 or more relevant referees
5	Relevant Bachelors	Partly relevant experience	1 UN language	Sound knowledge of planning procedures	Referees in related fields
4	Non-Relevant Degree	Partly relevant experience	1 UN language	Sound knowledge of planning procedures	Referees in related fields
3	Non-Relevant Degree	No relevant experience	1 language - not UN language	No relevant experience	No referees
2	Non-Relevant Degree	No relevant experience	1 language - not UN language	No relevant experience	No referees
1	Non-Relevant Degree	No relevant experience	1 language - not UN language	No relevant experience	No referees

This score is for initial registration purposes only. Where registration is used for assessing suitability for a consultancy assignment in a country utilising a language other than English, French or Spanish, fluency in the language of that country becomes an additional selection criteria.

A cut off score is used to assess those registrations that will be retained. Individual consultants need to ensure that completion of registration forms accurately represents all their skills according to these general criteria in order to maximise points in scoring systems which are employed now or which may be in the future.

Completing the Forms

Completing registration forms (refer to the annex) for each IFI requires planning and time. The information presented will, in some cases, be entered into a computer based data bank according to the experience codes listed. To simply fill out forms according to the fields one would like to be engaged in is to narrow the opportunities that one can expect to be offered. The objective for individual consultants should be to assess the widest spread of codes which realistically represents their skills. For example, rather than complete every sub-category in one aspect of the consultant's disciplinary base on registration forms, it may be of greater benefit to both the consultant and the IFI for skills to also be shown in other disciplines. It is unacceptable to claim expertise that is not backed up by specific project experience documented in the *curriculum vitae*; neither is there scope for embellishment in the completion of these forms.

The individual consultant should consider the persons who will process the forms. This is normally a person entering the data into a computer and thus ease of entry becomes a component and for these reasons, amongst others, forms should be submitted in a clear and attractive manner. The individual consultant should also consider the needs of the IFI and concentrate on project areas that the individual consultant is targeting. Using this approach, the form is filled out in a manner which is true and yet is oriented to the perceived needs of those units within the IFI. While these statements may appear facile to experienced consultants, the point is demonstrably misunderstood by the majority of aspiring individual consultants.

Presentation

Registration forms are considered in many IFIs by the same sections that handle applications for staff employment. Even where this is not the case, the application itself is often the first introduction of the individual consultant to the decision makers for engagement opportunities and should therefore be presented in an attractive manner. Good presentation may assist one individual consultant's registration being considered superior to another's, even where the content is similar.

Registration forms commonly require photographs. The photographs should be of high quality, should show the consultant in a manner which appears acceptable to the IFI staff considering the registration. In many cases, this means appropriate grooming and conservative dress. It is common to see photographs of persons engaged in field activities such as agriculturists which show a crumpled opened necked shirt and unkempt hair as a testimony to being active in difficult field situations. It is unlikely such photographs enhance applications especially when they are viewed by professionals from the same disciplines who have learnt to dress for different occasions and who, when assessing a particular registration are probably well groomed and clothed in suits in the IFIs' headquarters. Consideration should be given to submission of professionally prepared photographs. A badly presented registration may work against engagement.

Up-dating

Registrations for individual consultants date quickly. There are two reasons to maintain an updated registration with IFIs. The first is that an out-dated *curriculum vitae* can indicate a lack of interest in supplying services to the IFIs and will necessarily create questions as to what the individual has been doing in recent years. The second is that some agencies automatically delete registrations after a certain number of years, usually two or five years. The approaches to individual consultants registrations in IFIs (and large consulting firms) reflect the high workload necessary to maintain an effective data base. No IFI has a complete database and hence the compromises instituted in each IFI take forms related to their own particular management styles. It is most appropriate for the individual consultant to note the frequency for up-dating or otherwise request information on how often the registration should be up-dated and to religiously adhere to the up-dating schedule.

Individual consultants visiting the IFIs may also check that their registration is held in the most up-to-date form. As these sections of IFIs are sometimes understaffed, updates may be misplaced or not fully recorded. Taking an interest in the registration may be all that is necessary to ensure that the up-dated version is recorded correctly.

Circulation of the *Curriculum Vitae*

At the same time as updating registrations with an IFI, individual consultants can circulate updated *curriculum vitae* to potential decision makers in the IFI. The *curriculum vitae* circulated may not be a simple copy of the updated registration form. Whether it is or not will depend on what those project officers are familiar with in terms of *curriculum vitae* formats. For example, in some agencies, the registration format is not used for specific project opportunities. In the case of the Asian Development Bank, the DICON registration system for individual consultants is not utilised when *curriculum vitae* are submitted for project assignments by consulting firms. Project officers familiar with the assessment of consulting firm proposals will probably be able to assimilate information from a *curriculum vitae* in that format more readily. Experienced individual consultants will realise which format is appropriate and prepare and distribute their *curriculum vitae* accordingly. Of course, meeting the individual officers concerned and presenting the updated *curriculum vitae* is more appropriate than postal delivery.

Accreditation

Academic courses in some developed countries in fields such as development studies provide confidence in an individual's ability to understand the requirements of IFIs. Courses appear to be increasing in number although only a few have high credibility in

terms of being oriented to the specific requirements of IFIs. Sound courses in these fields will be those conducted at graduate level and which maintain their own marketing thrust and links to IFIs and thereby assist graduates of those courses in their endeavours with IFIs. An active development oriented alumni is another useful indicator.

Accreditation also applies to professional organisations in one's own country. Professional associations aiming to further increase the quality of their advisory services have introduced *chartered* or *accredited* categories for individuals registered to practice in their respective professions. To date no major accreditation system has been introduced for the international development industry although categories of specialisation are likely to be introduced in some professional organisations. Where these exists in the home country of the individual consultant, achieving the appropriate accreditation will become the expectation of IFIs. Such accreditations are commonly linked to continuing professional development which in turn is also valued by as an indication of commitment to the industry. They also provide some assurance that the individual consultant is aware of the ongoing changes in emphasis and new disciplines to be accommodated in conjunction with consultant's main discipline.

Managing the Process

The flow chart presented in this chapter sets out steps for managing the registration process for individual consultants.

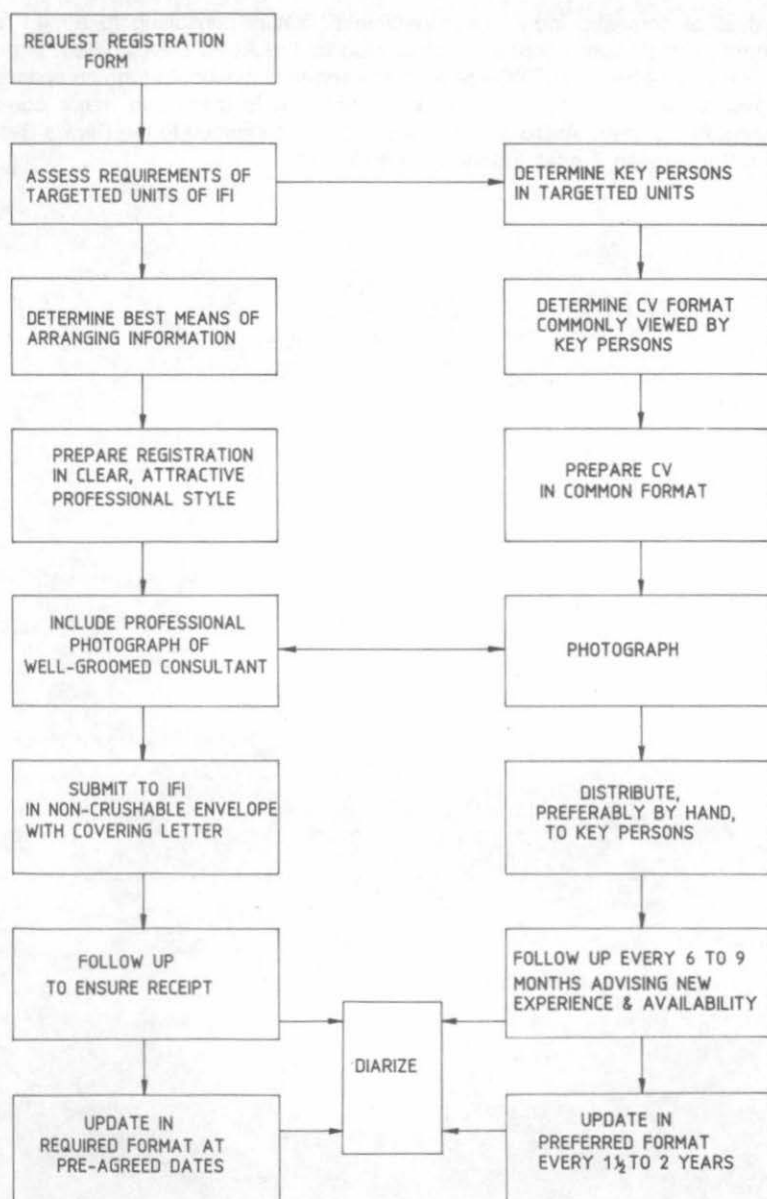
Beginning with the request for the registration form from an IFI, the individual consultant should then determine the requirements of those units targeted within the IFI concerned. This will assist in focusing on the most appropriate means of presenting information about the consultant which should then be prepared in a clean, attractive and professionally acceptable style. A high quality photograph should be added to the registration form which should be submitted to the IFI in a manner which ensures its delivery in pristine condition. It is diplomatic and shows additional interest to follow up a month or so after expected receipt.

In parallel with the registration process is the management of a marketing process within the targeted units of the IFI. Once the format commonly utilised by key persons in the targeted units is determined a *curriculum vitae* of a high quality presentation with a high quality photograph should then be distributed, preferably by hand. This process should be followed up every six to nine months, at least by letter to advise of new experience and availability.

For both of the parallel processes, follow up as mentioned and a pre-agreed schedule for updates are necessary components of managing the system. IFI staff change frequently, so do IFIs' requirements, so should registrations and *curriculum vitae*

Domestic Consultants

Registration of domestic individual consultants, that is consulting to an IFI for an assignment in one's own country, is conducted by the Asian Development through a specific form. This form (REDIC - refer to the annex of this book) form comprises four pages and a one page guide to its completion. It is utilised in major borrowing member countries of the AsDB and forms are in turn submitted to the Bank's Resident Offices in Bangladesh, Nepal, Indonesia or Pakistan.



MANAGING THE INDIVIDUAL CONSULTANT REGISTRATION PROCESS

Chapter Nine

REGISTRATION FORMS

This chapter presents short summaries of the registration requirements of major IFIs on the basis of UN-associated organisations and non-UN associated organisations with the latter category separated into donor agencies (bi-lateral and multi-lateral) and others. Abbreviated registration forms are presented as an annex to this book. Individual consultants should solicit forms from each IFI of interest in order to establish communication and to ensure that the form completed is the most appropriate to the circumstance.

United Nations Related Organisations

Principal organs of the United Nations are presented in the following diagram. In addition to those organisations listed, others shown in the diagram presented in Chapter One are included because of the similarity of procedures and their inter-relationships with UNDP in such capacities as executing agencies.

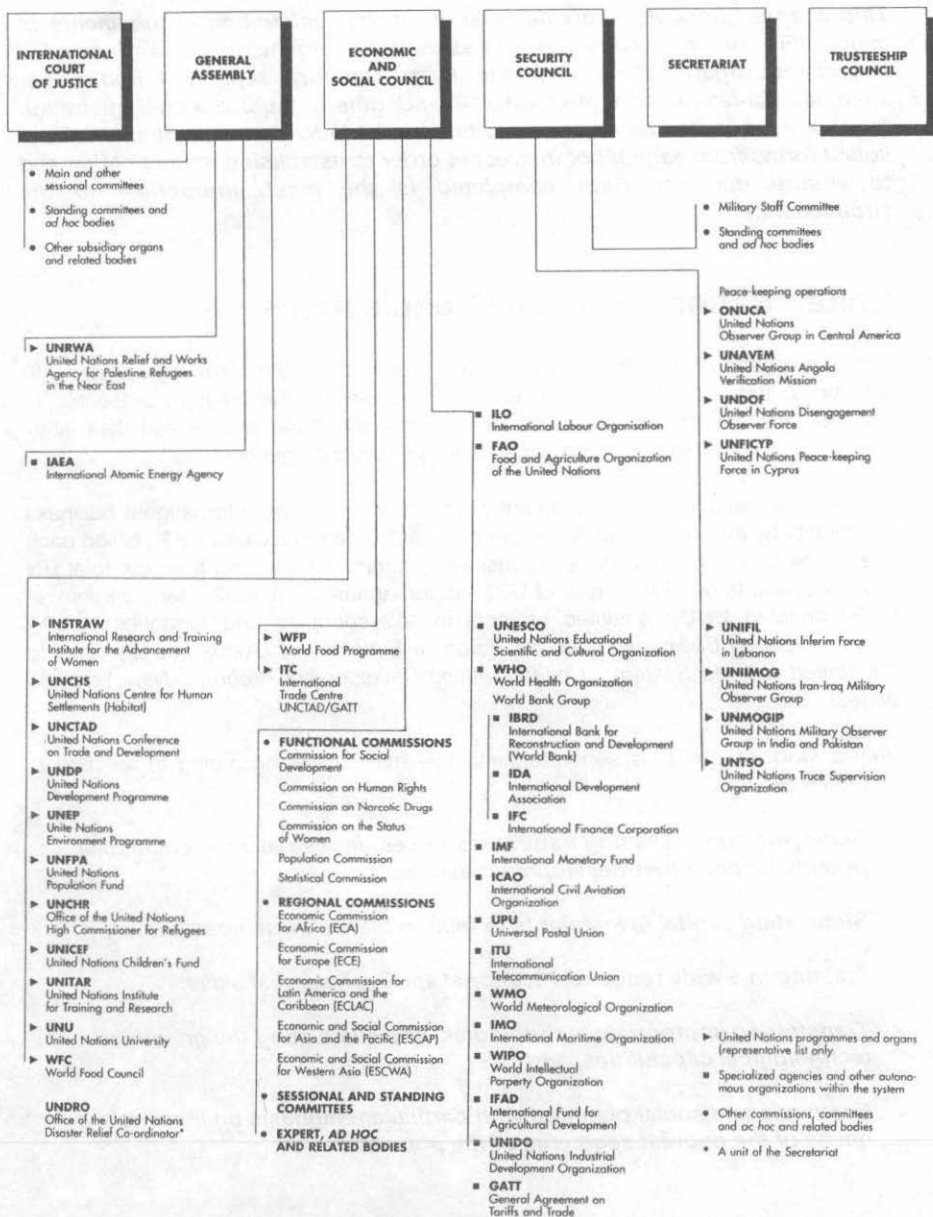
Professional services and equipment procured through the international business community by the United Nations system are estimated to exceed US\$2 billion each year. The total estimated value of business opportunities arising from the total UN system is said to be of the order of US\$3 billion annually. In 1990, there were some 6,900 ongoing UNDP assisted projects in 152 countries and territories (UNDP (1991) *General Business Guide for Potential Suppliers of Goods and Services to the United Nations System. United Nations Development Program, New York. 88 pages*).

Project work of UNDP is separated into five main areas according to the UNDP reference cited:

- *Surveying and assessing natural resources: industrial and commercial potentials; and other development assets;*
- *Stimulating capital investments to help to realise these possibilities;*
- *Training in a wide range of vocational and professional skills;*
- *Transferring appropriate technologies, and stimulating the growth of technological capabilities, and*
- *Economic and social planning with particular emphasis on meeting the needs of the poorest segments of the population.*

THE UNITED NATIONS SYSTEM

PRINCIPAL ORGANS OF THE UNITED NATIONS



The following UN related agencies are introduced in alphabetical order of acronym. Addresses of each organisation are presented for the individual consultant's own direct contact.

- AfDB** **African Development Bank**, 01B.P.1387 - Abidjan 01, Cote D'Ivoire. A four page *questionnaire* for individual consultants is utilised.
- CDB** **Caribbean Development Bank**, P O Box 408, Wildey, St Michael, Barbados, West Indies. A nine page registration *application form* is used.
- FAO** **Food and Agriculture Organisation**, Viale delle Terme di Caracalla, 00100, Rome, Italy. The FAO is a large user of consultants. Individual consultants are recommended to contact three areas; the Recruitment Officer in Central Recruitment, the Personnel Officer in the department relevant to the consultant's expertise and the FAO Investment Centre. All areas utilise the same four page *personal history form*.
- ICAO** **International Civil Aviation Organisation**, 1000 Sherbrooke Street, West, Suite 1856, Montreal, Quebec, Canada, H3A2R2. A seven page *personal history statement* is used.
- IDB** **Inter-American Development Bank**, 1300 New York Avenue, NW, Washington D.C. 20577, U.S.A. The IDB provides a ten page list of instructions to individual consultants and codes to assist in completing their four page *individual consultant registration application*.
- IFAD** **International Fund for Agricultural Development**, Via del Serafico, 107-00142, Rome, Italy. A four page *personal history form* is employed.
- ILO** **International Labour Organisation**, 4, Route des Morillons, CH-1211, Geneva, Switzerland. The ILO utilises a four page *personal history form*.
- ITU** **International Telecommunications Union**, Place des Nation, CH-1211, Geneva 20, Switzerland. The ITU requires all candidates to contact the administrations of their own national organisations. Nevertheless their six page *project personnel form* is available from the ITU headquarters.
- UNCHS** **United Nations Centre for Human Settlements (HABITAT)**, P O Box 3003, Nairobi, Kenya. The UNCHS utilises a six page *personal history statement* which is accompanied by a single page explanation sheet.
- UNCPTS** **United Nations Commercial Purchase and Transportation**

- Service**, United Nations, New York 10017, U.S.A. The UNCPTS utilises a four page *questionnaire* supported by six pages of codes and explanation.
- UNDP** **United Nations Development Program**, 220 East 42nd Street, 14th Floor, New York, NY 10017, U.S.A. A four *personal history* form is utilised.
- UNEP** **United Nations Environment Programme**, P O Box 30552, Nairobi, Kenya. The UNEP utilises a four page *personal history* registration form.
- UNESCO** **United Nations Educational, Scientific and Cultural Organisation**, 7, Place de Fontenoy, 75700, Paris, France. UNESCO utilises a four page *curriculum vitae* form.
- UNIDO** **United Nations Industrial Development Organisation**, P O Box 300, A-1400 Vienna, Austria. UNIDO utilises a six page *personal history statement* supplemented by one page of instructions.
- UNTARAS** **United Nations Technical Assistance Recruitment and Administrative Service**, United Nations, New York, NY 10017, U.S.A. The UNTARAS utilises the same six page *personal history statement* as UNCHS supplemented with one page of instructions.
- WB** **World Bank**, 1818 H Street, NW Washington, DC 20433, U.S.A. The World Bank group includes the International Finance Corporation (IFC). A four page *consultant roster* form is utilised to which a detailed resume may be attached. A 22 page list of codes for countries and disciplines accompanies the registration form.
- WFP** **World Food Program**, 426, Via Cristoforo, Columbo, 00145, Rome, Italy. WFP utilises a four page *personal history* form.
- WHO** **World Health Organisation**, CH-1211, Geneva, 27-Switzerland. WHO utilises a four page *personal history* form accompanied by some outlines of typical candidates required by WHO.

Non-United Nations Agencies

1. Multi-lateral and Bi-lateral

- AIDAB** **Australian International Development Assistance Bureau**, G P O Box 887, Canberra, ACT, 2601, Australia. AIDAB utilises six page *registration of consulting services form* which is accompanied by 29 pages of codes and seven pages of introductory information. The

Australian aid program is effectively tied to Australian and New Zealand nationals.

- AsDB** **Asian Development Bank**, P O Box 9, Manila 1099, Philippines. The AsDB provides a *Note of Advice* for completion of data on an individual consultant's form (DICON) including sample answers to questions. A detailed list of country codes and discipline codes is provided in a document totalling 28 pages. The DICON form comprises six pages and is quite distinct from the company registration DACON form.
- Com Sec** **Commonwealth Secretariat**, Marlborough House, Pall Mall, London SW1Y5HX, United Kingdom. The Com Sec utilises as ten page *personal history form* accompanied by some ten pages of introduction and codes.
- DANIDA** **Danish Department for International Development Corporation**, Ministry of Foreign Affairs, Asiatisk Plads No.2, DK-1448, Copenhagen K, Denmark. DANIDA uses an eight page *external resource search system questionnaire* which is accompanied by a single page of instructions for filling in the questionnaire.
- EEC** **Commission of the European Communities**, Rue de La Loi, 200 B-1049, Brussels, Belgium. The EEC does not have specific forms for the registration of consultants. It encourages persons to respond to specific calls for tenders through the *Official Journal of the European Communities* within the EEC. Each Directorate-General (of which there are 23) is responsible for the hire of consultants in its own area and thus individual consultants should select the appropriate Directorate(s)-General for their own expertise and seek to log a *curriculum vitae* with the heads of the appropriate divisions. Consultants must be citizens of EEC countries.
- GTZ** **Deutsche Gesellschaft für Technische Zusammenarbeit GmbH**, Postfach 5180, D-6236 Eschborn, Germany. GTZ utilises a three page *questionnaire* for external experts which is provided with a mission statement of GTZ.
- JICA** **Japan International Cooperation Agency**, P O Box 216, Shinjuku Mitsui Building, 1-1, 2-Chome, Nishi-shinjuku, Shinjuku-ku, Tokyo 163, Japan. JICA recruits persons willing to work in development situations, who then undergo pre-assignment and supplemental technical training. Persons so engaged are invariably Japanese nationals and are usually released from their current employment for the period of their input on behalf of JICA.

Technical Cooperation Experts is a JICA category closely related to individual consultants. Assignments are usually of one or two years

duration and are preceded by enhancing the individual's ability to operate in a foreign culture and by learning some basics of the language of the country in which they will work. In order to ensure availability of experts, JICA has instituted a program based on *Special Technical Advisers* who are responsible for major disciplinary groups. These advisers assist in the selection of *Development Specialists* who are usually recruited for specific projects as leaders. A further category of *Special Assistants* relates to persons who have performed well in their contracted assignments overseas and who are kept under contract to JICA for subsequent inputs.

In order to ensure the availability of younger persons, a *Junior Development Specialist* classification was established in 1990. Registration of experts is not conducted on the same basis as other major bilateral donors. Rather, a list of volunteers is maintained which currently exceeds 1,000 names.

KfW **Kreditanstalt für Weideraufbau**, Palmengartenstrasse 5-9, Postfach 111141 D-6000, Frankfurt Am Main 11, Germany. The KfW does not utilise a specific form but requests that *curriculum vitae*, letters of recommendation, photograph, etc, be forwarded to the personnel department. The KfW is an arm of German aid providing credit for development and although preferring consultants of German nationality, will consider other appropriately qualified candidates.

NZAID **New Zealand Aid**, Ministry of External Relations and Trade, Wellington, New Zealand. The New Zealand aid program is effectively limited to New Zealand and Australian nationals. A five page *consultant registration form* is used accompanied by a 20 page list of codes for completion of the form with a booklet entitled *Guidelines for Consultants*.

OECD **The Overseas Economic Cooperation Fund**, Takebashi Godo Building, 4-1 Ohtemachi 1-Chome, Chiyoda-ku Tokyo 100, Japan. The OECD does not have an individual consultant's registration system but does issue a booklet entitled *Guidelines for the Employment of Consultants by OECD Borrowers*.

USAID **United States Agency for International Development**, Washington, D.C. 20523-0102, U.S.A. USAID utilises two forms to register individual consultants although it makes the point that the majority of such consultants are recruited through consulting firms. The forms used are *Contractor Employee Biographical Data Sheet* and *Standard Form 171 - Personal Qualifications Statement*, the second of which is used widely in the organisation and is attached to two pages of instructions.

2. Other Non-UN Organisations

- AAID** Arab Authority for Agricultural Investment and Development, P O Box 2102, Khartoum, Sudan. The AAID utilises a five page *consulting registration form* for both individual consultants and firms which is accompanied by a two page list of codes.
- BADEA** Arab Bank for Economic Development in Africa, Banque Arabe pour le Developpment Economique en Afrique, Baladia Road, Khartoum, Sudan. The BADEA does not utilise an individual consultant's registration system although it does use the DACON registration system for firms.
- EADB** East African Development Bank, P O Box 7128, Kampala, Uganda. The EADB does not maintain a registration system for individual consultants. Names can be included in a list of potential consultants by submission of a *curriculum vitae*.
- EBRD** European Bank for Reconstruction and Development, 122 Leadenhall Street, London EC3V 4EB, United Kingdom. The EBRD is a new institution which at the time of writing had not devised a format for its individual consultant registration form. A standard *curriculum vitae* is said to be acceptable for submission for the time being.
- EIB** European Investment Bank, 100, Boulevard Konrad Adenauer, Luxemburg-Kirchberg. EIB maintain no separate register for individual consultants and seeks only to ensure that the promoter of the project has selected appropriate advisers. Thus borrowers of EIB represent the points of interest for individual consultants.
- IsDB** Islamic Development Bank, P O Box 5925, Jeddah 21432, Saudi Arabia. IsDB utilises a seven page *questionnaire* for individual consultants accompanied by one page of codes.
- OPEC** OPEC Fund, P O Box 995-1011, Vienna, Austria. The OPEC fund utilises an eight page *registration form* for consultants for both individuals and firms. It also supplies a document entitled *Procurement Guidelines* which outlines the functions of consultants amongst other procurement matters.
- SFD** The Saudi Fund for Development, P O Box 50483, Riyadh 11523, Saudi Arabia. The SFD does not have a specific individual consultant's registration form but welcomes receiving *curriculum vitae* for its own records.
- WADB** West African Development Bank, B.P. 1172 - Lom, Togo. The WADB utilises a seven page registration system.

Other organisations exist which may be categorised as regional or program specific; these are too diverse or transient to list here, although such organisations as the **Mekong Secretariat** (Pibultham Villa, Kasatsuk Bridge, Bangkok, Thailand) which fund water related projects in countries sharing waters from the Mekong River, do manage their own registration systems. In the case of the Mekong Secretariat, a two page form is used for which requests a *curriculum vitae*.

As advised, aspiring individual consultants should to request registration forms from those IFIs which appear to require the services which that consultant can offer. Simply photocopying the forms included in this book has a danger that most forms are abbreviated or have been otherwise changed to suit publication and that while current during the preparation of this book, may date as IFIs change their registration systems.

Individual consultants should be aware of their eligibility to work for various IFIs. This will save unnecessary completion of detailed forms and other costs. In general terms, United Nations Organisations are accessible by all nationalities; bi-laterals usually restrict the engagement of consultants to their own nationals although Japan and Germany may engage other nationalities; regional development banks tend to restrict consulting services to member countries, and the Commonwealth Secretariat restricts its field to members of the original British Commonwealth.

Chapter Ten

PROMOTION

This chapter outlines the knowledge necessary for promotion of oneself as an individual consultant, the promotional techniques available and the communication skills needed to succeed in the industry.

The individual consultant should also engage in some elements of self promotion. To some this may be seen as selling of which advertising may form a part. However, individual consultants commonly err on the side of conservatism to their own detriment. Occasionally, individuals may over-sell. These experiences provide some useful information on how to approach the international development market.

As with all kinds of marketing, the international development industry requires an understanding of the modes of operation of the industry such as the *project cycle* in addition to an understanding of the IFI individuals involved. Chapters concerning registration introduce the *curriculum vitae* as a promotional document. This is one key element in promotion to IFIs. Some other aspects are discussed in the following paragraphs.

Self and Market Knowledge

Self knowledge is an essential element in determining the types of promotional activity which a consultant can use beneficially. Market knowledge is necessary to complement self knowledge to determine an approach for promotion. In the case of the individual consultant, such promotion may well be able to be classified into some mundane and routine activities which aim to keep the skills, name and availability of the individual consultant before decision makers in IFIs.

The individual consultant is not usually able to sustain a wide market intelligence network. For this reason, it is better to focus on key persons responsible for disciplinary areas in which the individual consultant has expertise. In the case of consulting firms, which can form a large market for individual consultants, the need is to be aware of projects of interest to firms and of which firms are invited to tender on major assignments. It is common for individual consultants working through private firms to form a relationship with one to three such firms which keep the individual consultant informed of opportunities and progress. This symbiosis provides the consulting firm with an experienced consultant of known qualities while providing the individual consultant with advance information of consulting assignments. In the case of IFIs, the range of publications which they produce concerning forthcoming projects may be of interest to individual consultants but would represent an unnecessary expense if many were to be subscribed to. Where

one or two IFIs form the target of an individual consultant, subscription to the publications which are sold under such titles as *Business Opportunities* or *Development Business*, may be beneficial. An alternative may be to seek libraries or electronic media sources of such information. However, this approach is not a substitute for maintaining close linkages with individuals in IFIs who are responsible for the selection of consultants. The majority of major publications are targeted to international consulting firms.

Promotional Options

The individual consultant has a range of options available which are in many cases, probably already utilised in the professional lives of the consultant. With minor re-orientation, these activities can be utilised for effective promotion to IFIs.

The first, the *curriculum vitae*, has been introduced already. The quality of content and of presentation are two key elements which are both commonly under-appreciated by consultants. The nature of consulting, which requires updates of the *curriculum vitae* at regular intervals, in turn provides a reason for follow up communication and continually placing one's credentials before appropriate persons. Registrations with IFIs were introduced in an earlier chapter as a system running in parallel with preparation of a *curriculum vitae*. In themselves, management of these parallel systems represents an ongoing institutionalised communication mechanism between the individual consultant and the IFI.

Individual consultants will be engaged in professional activities within their own speciality. This may include such activities as; the writing of technical articles for publication, speaking at international or national conferences and acting as resource persons for seminars and reports. Technical articles and the content of presentations of relevance can be sent to relevant individuals within IFIs. However, balance in such activities is essential. The content of that forwarded article should be of direct interest to the receiver; simply having been the author or having been involved is not sufficient justification to send such documents to persons already overloaded with paperwork.

Speaking at international conferences has an added promotional benefit in that it is an acknowledgment of the standing of the individual in the international professional community. This form of promotion will suit some individual consultants more than others. Nevertheless, the profile which it offers should not be under-estimated.

Personal visits to key persons in IFIs represents a further promotion option. If appropriately implemented, this can consolidate the benefits accruing from a well presented and regularly updated *curriculum vitae*, a recognised professional role in international development in one's own technical field and the credibility of an individual. Such visits, should be well planned and have some focus which is most commonly a project where the services of the individual consultant may be of value. Simply calling in, without an appointment in order to "have a chat" is unlikely to lead

to the same consolidation. An additional component to promotion is seen by some to be the friendships which inevitably develop between professionals working in the international development industry. As such, social engagements will inevitably bring people from IFIs and individual consultants together.

In promotional terms, each individual consultant is seeking to make his or her own experience, qualifications and acceptability greater than several others. While the field may represent the largest market for individual consultants in the world, it is attracting highly qualified individuals from the widest base; thus there is a need to recognise the benefits of self promotion both in terms of enhancing one's own chances and in making the tasks of decision makers in IFIs easier through presentation of clear and factual personal information.

Truth versus Fiction

Written correspondence including *curricula vitarum* should be based wholly in truth. Embellishing the truth sometimes occurs in *curriculum vitae* preparation for competitive firm tenders. For individuals, this may not have the desired effect and may provide the message that the individual does not fully understand the needs of an IFI.

If an individual consultant has acted as a team member on a large consulting team to prepare a project for example, it is best to say that this has been the role and then to describe the tasks undertaken. Seeking to call a role one of leadership for a component of the study may not be an untruth in itself but will confuse the reader. The facts are that there are more team member than team leader positions and that skilled team leaders tend to be well known in their fields.

Calling oneself a world leader in some particular area can similarly be counter-productive. By definition, there can only be one world leader in any particular field and, unless one is in fact that leader, such claims may have a negative impact on the reader.

Other examples abound; it is sufficient to say that fiction and untruths have no place in representing oneself to IFIs.

Brochures

Individual consultants in the international development industry do not as a rule utilise glossy brochures. It is seen that the decision to employ an individual consultant represents a minor financial decision by an IFI with the emphasis on negotiating rates being related to institutional rules and value for money. For individual consultants to represent themselves through glossy brochures would imply that the individual is in fact incurring unnecessary overheads. Where an individual consultant is put forward by a firm, the firm does not usually present its

own brochure in support of that individual position because it is realised that the decision rests solely on the credibility and perceived capability of the individual consultant.

Business Cards

Personal business cards for individual consultants are a useful component to promotion. In many cases, these represent the first exchange of information between the individual consultant and representatives of the IFI. If a favourable impression has been made, the card may reach the desired position of being filed in the business card file of the IFI staffer. This facilitates retrieval, confirmation of name and thus enhances the chances of being recruited. Business cards should be seen as a promotional vehicle and therefore require some thought about the information they contain. Persons of different cultural backgrounds will have different expectations as to what is presented on a business card and such considerations are important when arranging printing. Reasonable, but not highest quality cards with the information which the individual consultant desires to impart is the middle road. Thus an individual may include name, contact points and perhaps designate oneself as *Consultant - Telecommunications* (or whatever is the relevant discipline).

Communication Skills

The individual consultant, to a greater extent than senior staff in large consultancy firms, needs to understand, believe in and demonstrate excellent communication skills.

These skills relate to communication with the client, the team with which the consultant maybe working, the officials of the government concerned, his peers, professional associations, the wider development industry and all interested parties along the way. Impatience, fear, self-importance and related characteristics can easily interfere with the output of well-thought out and highly competent work.

Communication is the key to maintaining the ability to market while actively engaged in consultancy activities. This aspect relates specifically to an inherent desire to communicate ideas and abilities to persons where opportunities exist regardless of the extent of current workloads. The implication is clear, high organisational skills are necessary to accomplish two such tasks at the same time.

Communication relates to the ability to liaise with the client, and the staff of the borrowing or recipient government. As Kelly (Kelly, R.E. (1981). *Consulting: The Complete Guide to a Profitable Career*. Charles Scribner and Sons, U.S.A.) relates, even Albert Einstein felt that...

"..... everything depends on the degree to which words and word combinations correspond to the world of impression..... Has not everyone of us struggled for words although the connection between "things" was already clear"

The ability to express succinctly the essence of a project concept, putting of questions to persons not skilled in the language in which the questions may be asked and in understanding the answers in a cultural context are all key components of communication.

Language ability in the countries of the individual consultant's specialisation may also be an aspect of communication skills. This subject is easily overstated and often misunderstood. Language skills alone cannot compensate for technical competence or willingness to meet the objectives of the client and hard work. However, coupled with these points, language ability can make one individual consultant valued above others. In this respect, specialisations of individual consultants can be divided between geographical (read language groups) specialisations for a general field as against disciplinary specialisation for application worldwide. Individual consultants must assess their own abilities and complementarity to the international development market place in order to position themselves appropriately.

A further aspect of communication relates to advertising. Individual consultancy is commonly viewed as an undertaking which does not require overt advertising. Nevertheless, advertising is important to maintaining a public profile amongst individuals in IFIs and their agents including private consultancy firms. Such advertising does not relate to crude advertisements of one's ability or accomplishments but is better focused on maintaining an active involvement in one's profession. Thus, as introduced earlier, writing learned articles from the position of superior knowledge, contributing to books in one's field, actively participating in seminars preferably as a keynote speaker and similar involvements in professional organisations are all aspects of advertising. Other aspects of advertising may be related more closely to the wider usage of the term and extend to having acceptable means of document presentation via high quality printers and facsimiles and the ability to present reports in an attractive format.

The final aspect of communication is the seeking of some performance evaluation. While it may be a natural instinct for the personality types attracted to consulting to seek an evaluation of performance, particularly when there is some doubt as to how well the assignment has been performed, it is not widely recognised that the evaluation itself forms a basis of communication with clients. The information fed back to the consultant is important for self-improvement and education. The information fed back to the client through a consultant seeking such evaluation is that a consultant is willing to learn, is seeking to meet the client's requirements and is genuinely interested in a professional association. This point is often misunderstood by persons new to the international consultancy market. Each IFI has its own method of evaluating the performance of individual consultants and consulting firms and, while these processes vary from the subjective to the impartial

assessment, the recognition by the consultant of their existence and understanding their purposes can serve both parties well. This subject is discussed further in Chapter Eleven.

Cross Cultural Communication

Promoting oneself in a cross cultural environment is a common circumstance in the international development industry. Exceptions for individual consultants apply when they are working through private consulting firms based in their own countries or dealing with persons of their own cultural background within IFIs. For other situations, the individual consultant needs to be well aware of the different cultural interpretations placed on such activities as; methods of handing business cards, determining who speaks first during an interview, and providing expected compliments with appropriate body language. The individual consultant must develop an awareness of such cultural differences and an ability to operate effectively within these.

The First Consultancy

Individual consultants seeking to enter the international development industry will experience difficulty in obtaining their first assignment. The most appropriate routes for that first assignment may well be via consulting firms which are active in the international sphere and who can provide both the first assignment and an introduction to the myriad of information sources helpful to operating in the industry. Simple observation of the international IFIs and their recruitment of individual consultants would suggest that task managers within IFIs often opt for individual consultants from a similar culture to their own and regularly re-engage persons who provide high quality work. Those individual consultants who fear their inability to understand the intricacies of cultural interactions and of self promotion may take some comfort in the fact that there are many individual consultants operating successfully within their own cultural base. Of course, this in no way obviates the need to understand and maintain an interest in cultural matters relevant to development.

Chapter Eleven

EVALUATION OF INDIVIDUAL CONSULTANTS

This Chapter discusses means by which IFIs evaluate the performance of individual consultants with particular emphasis on the World Bank and the Asian Development Bank. It also presents a constructive approach to evaluation for individual consultants.

Individual consultants rely on their reputation and contacts in IFIs. In an industry where personality clashes can damage reputations, it is important that individual consultants manage personal relationships with persons in IFIs and consulting firms in a positive manner. Instances occur of individual consultants performing well and yet being talked of in terms that may prejudice their chances for further consultancies. This is usually as a result of a difference of opinion during field operations when all parties may be working under stressful conditions or may even be due to individual consultants unrealistically assuming certain knowledge on the part of IFI representatives.

IFIs have variously instituted evaluation procedures for individual consultants from time to time. No system is recognised as wholly objective and it is worthy of comment that very few agencies actually maintain a requirement for their in-house staff to evaluate individual consultants. Systems tried in the past have led to the creation of information which, in most cases, was left unutilised in the future selection of individual consultants. Better approaches are being developed at present.

Some examples of the procedures utilised by the World Bank and the Asian Development Bank follow.

World Bank

The World Bank, in the late 1970s and early 1980s instituted a procedure based on a form which required Task Managers to report on the quality of consulting firms. This procedure was not extended to include individual consultants. The procedure was disbanded after a few years mainly as a result of Bank managers and staff neglecting to complete the required forms. In doing so, staff were reacting to their perception that information was inadequately utilised and that it lead to significant pressures being introduced to Bank staff in situations where negative reports were submitted.

The subjective nature of the reporting caused staff to believe that they may be exposed to action by consulting firms, predominantly through the Executive Directors appointed by each country. Thus Bank staff were simply avoiding unnecessary conflict. An additional reason for the system being disbanded was that it did not appear to work even when the forms were completed due to the subjective nature of the judgements required and the difficulty of substantiating or quantifying opinions provided.

The current system in the World Bank is based on individual Task Managers having autonomy in the hiring of consultants. Task Managers are oriented to the task in hand, often by nature as well as professional responsibility, and will seek individual consultants that best suit the needs of the task. In selecting individual consultants in such situations, Task Managers are often at pains to ensure that highly qualified and competent individual consultants are retained. They seek information on individual consultants by word of mouth by checking within the Bank system with other Task Managers who have previously engaged the prospective consultant(s). This system appears to work satisfactorily from the Bank's viewpoint and has been said to be superior to the data bases which fail to accommodate the qualitative nature of information required. An additional constraint of a formal system for evaluation is said to be that individual consultants may consult to different units in the Bank and bring different skills to the consultancies required by those units. One individual would therefore need to be evaluated against different series of criteria for different specialities.

Asian Development Bank

The Asian Development Bank in many ways leads the IFIs in the establishment and utilisation of procedures which aim to introduce objectivity into traditionally subjective areas. By way of contrast with the conclusions reached by the World Bank, the Asian Development Bank maintains use of an *Individual Consultant Performance Evaluation Report*.

Information is required of the Bank's staff member responsible for a specific project and the information is indexed according to the individual consultant's name, nationality, Asian Development Bank Identification Number, contract number and the individual consultant's code number. Introductory information is entered in terms of the days input made by the individual consultant, the disciplinary field, Asian Development expertise codes and the nature of the assignment. Evaluation criteria are separated into seven categories, each assigned a weighting which is multiplied by the percentage rating presented by the Asian Development Bank staff officer. Evaluation criteria utilised are, in order of weighting:

Quality of work completed (weighting - 30%)

Productivity (weighting - 15%)

Ability to adapt to the assigned task (weighting - 15%)

Relevant practical knowledge and experience (weighting - 15%)

Initiative (weighting - 10%)

Ability to work with others (weighting - 10%)

Conforming with working regulations (weighting - 5%)

The evaluation report also includes provision for a short comment by the staff officer who must declare him or herself and have the report noted by his or her manager. The report is then reviewed by the units within the Asian Development Bank responsible for consulting services. Information on the form is linked back to the DICON registration system utilised by the Asian Development Bank for individual consultants as described in the annex to this book.

Management of the Evaluation Process

Individual consultants will recognise that *de facto* evaluation procedures exist in all IFIs. These range from the attempts at objectivity by organisations such as the Asian Development Bank through to staff based systems motivated by a requirement to meet the IFIs' own objectives. Individual consultants should therefore strive to identify the requirements for being judged an excellent individual consultant. Within the Asian Development System, an excellent score is achieved by a ranking of 90 to 100 percent for all seven categories while such a term within a system such as the World Bank's would be made more subjectively and relate to the individual consultant's ability to meet the requirements of the staff member concerned.

The criteria specified by the Asian Development Bank are distilled from decades of experience within the international development industry and will represent the criteria which are subjectively considered by individuals in other IFIs. An additional component to a subjective approach is related to the ability of an individual consultant to work and socialise effectively with all team members in a field situation. It is such additional subjective elements which can lead to differences in rankings provided by objective and subjective systems. Many observers have noted the similarity of personality types among individual consultants who regularly provide services to IFIs. This may be interpreted partly as a recognition for the need for individual consultants to accommodate the requirements of IFI professionals similar to themselves. This requires such characteristics as:

Cultural sensitivity

Mutual professional respect

High technical competence

Willingness to assume additional tasks

Willingness to learn

An appropriate mixture of practical and theoretical knowledge

An output orientation

An easy going personality

Social skills

The individual consultant should strive to receive feedback from the IFI task manager. This serves the dual purposes of informing the persons concerned that the individual consultant is adopting a professional and long term approach to providing services to that IFI and also provides useful information for further personal development on the part of the consultant.

ANNEX

REGISTRATION FORMS

Sections of registration forms for IFIs are presented in this annex. Forms are adapted from originals and it is therefore recommended that registrants obtain original forms from relevant agencies directly. Forms presented herein are those listed in Chapter 9.

IFI	Page	IFI	Page
United Nations Related		Multi- & Bilateral	
AfDB	90	AIDAB	145
CDB	94	AsDB	
FAO	99	-International	148
ICAO	103	-Domestic	152
IDB	107	ComSec	156
IFAD	110	DANIDA	160
ILO	113	EEC	162
ITU	116	GTZ	163
UNCHS	120	NZAID	166
UNCPTS	122	IsDB	168
UNDP	124	OPEC	173
UNEP	127	USAID	175
UNESCO	130	WADB	180
UNIDO	133		
UNTARAS	135		
IBRD/IDA	137		
WFP	140		
WHO	143		

AFRICAN DEVELOPMENT BANK

AFRICAN DEVELOPMENT FUND

01 B.P. 1387 ABIDJAN 01

Côte d'Ivoire

CONSULTING SERVICE OFFICE

QUESTIONNAIRE FOR INDIVIDUAL CONSULTANTS

Photo

1. Family Name		First Name	Middle Name
2. Home Office/Business Address, Telephone N°. Cable Address, Telex N°.			
3. Date of Birth	Place of Birth	Sex	4. Marital Status <input type="checkbox"/> N° of dependents
5. Citizenship at birth	Present Citizenship		
6. Consulting Category :			
<input type="checkbox"/> Self-employed, full time individual consultant with your own practice.		<input type="checkbox"/> Partner or principal of a consulting firm which firm is willing to make your services available to the Bank group as an individual expert.	
<input type="checkbox"/> Employee of firm or organization but having the right of private practice as an individual consultant.		<input type="checkbox"/> Employee of a firm or organization which firm or organization is willing to make your services available to the Bank group as an individual expert.	
<input type="checkbox"/> Other (Specify)			
7. Principal Field of Interest :			
<input type="checkbox"/> Engineering	<input type="checkbox"/> Agriculture	<input type="checkbox"/> Architecture	<input type="checkbox"/> Economics
		<input type="checkbox"/> Management	<input type="checkbox"/> Others (Specify)
8. In your capacity as consultant, how do you describe yourself and your specific field?			

14. If available upon a limited period basis, check the appropriate approximate terms:

☐

Two weeks

☐

Two months

☐

Six months

☐

One year

☐

One month

☐

Four months

☐

Eight months

☐

1 1/2 years

15. Minimum period of notice required for availability:

☐

One week

☐

Two weeks

☐

Three weeks

☐

One month

16. Examples of Experience:

(i) Provide, on additional pages, examples of experience against each symbol named above. Examples should be sufficiently comprehensive to reflect your experience and should include the following details:

1. Symbol

2. Name and brief description of project

3. Location

4. Name and address of owner

5. Approximate construction cost

6. Date of completion

7. Services rendered

8. Names of associated firms, if any

(ii) Provide, on additional page, information relative to item (i) about any recent project in Africa for which you have been responsible, if none, state

17. Preferred Countries of Assignment (in Member Countries of the Bank group)

18. Enclose any brochures, reprints of technical papers, or other information which you have available and which serve to enlarge on your capabilities.

19. State briefly any special qualification not covered earlier in this application form:

20. I certify that the statements made by me in answer to the foregoing question are true, complete and correct to the best of my knowledge and belief.

Date _____

Signature _____

**CARIBBEAN DEVELOPMENT BANK
REGISTER OF CONSULTANTS
APPLICATION FORM**

<i>(Form should be typewritten. Additional information can be submitted as a separate document(s))</i>			
ORGANISATION		INDIVIDUAL	
NAME AND TITLE OF REPRESENTATIVE			
ESTABLISHED:		Year	Country
TYPE OF ORGANISATION			
Partnership		Corporation	
Other (Specify)		Individual	
FIELDS OF ACTIVITY			
Consulting Only		Consulting and Equipment Supply	
Consulting and Construction		Consulting and Financing	
Other (Specify)			
ADDRESS			
Home		Business	
Home Telephone:		Business Telephone:	

LIST OF FIELDS OF SPECIALITY

FIELD	CODE	TICK ()
AGRICULTURE (A)		
Agricultural Economics	A005	
Agricultural Engineering	A010	
Agricultural Marketing	A015	
Dairying	A020	
Drainage and Irrigation	A025	
Farm Management	A030	
Fisheries Technology	A035	
Forest Resource Management	A040	
Horticulture	A045	
Land Development Management	A050	
Pork Production	A055	
Poultry Production	A060	
Rural Sociology (Farm Settlement and Agrarian Reform)	A065	
INDUSTRY (I)		
Capital Goods Industries	I005	
Cement	I010	
Food Processing	I015	
Forest-Based Industries	I020	
Heavy Industry	I025	
Hotel Management and Operation	I030	
Industrial Research and Development	I040	
Iron and Steel	I045	
Mining	I050	
Oil Exploration and Production	I055	
Plastics	I060	
Refineries and Petro-Chemicals	I065	
Small-Scale Industry	I070	

FIELD	CODE	TICK ()
INDUSTRY (I) (Cont'd)		
Sugar	I075	
Textiles	I080	
Tourism Development	I085	
Wood	I090	
TECHNICAL AND ENGINEERING (T)		
Abattoirs	T005	
Airports	T010	
Architecture	T015	
Bridges	T020	
Chemical Engineering	T025	
Communications and Telephone	T030	
Dams	T040	
Electrical Engineering	T045	
Electronic Engineering	T050	
Geology	T055	
Housing	T060	
Hydraulics	T065	
Mechanical Engineering	T070	
Metallurgical Engineering	T075	
Oil and Petroleum Engineering	T080	
Ports	T085	
Power Generation and Distribution	T090	
Power Plants - Hydro	T195	
Power Plants - Fossil	T100	
Roads	T105	
Sanitary Engineering	T110	
Sewerage Systems	T115	
Ships	T120	
Soils and Foundations	T125	
Systems Engineering	T130	

FIELD	CODE	TICK ()
TECHNICAL AND ENGINEERING (T) (Cont'd)		
Transportation	T135	
Tunnels	T140	
Water Supply and Distribution	T145	
GENERAL (G)		
Accounting	G005	
Computer-based Systems	G010	
Economic Analysis and Evaluation	G015	
Economics	G020	
Energy - Solar	G025	
Energy - Wind	G030	
Export Marketing	G035	
Finance	G040	
Health	G045	
Management Information Systems	G050	
Marketing and Distribution	G055	
Organisation and Management	G060	
Rural Planning and Development	G065	
Technology	G070	
Urban Planning and Development	G075	
Do you/your firm provide services in project implementation (where applicable) in your field of specialisation?		

PERSONAL HISTORY STATEMENT OF PRINCIPALS AND ASSOCIATES WITHIN YOUR FIRM (Furnish complete data, but keep to essentials.) (This also applies to individuals)	
NAME:	DATE OF BIRTH:
NATIONALITY:	CITIZENSHIP:
YEAR OF EXPERIENCE: As Principal in this Firm. As Principal in Other Firm. Other than Principal	
EDUCATION: (College, degree, year, specialities)	
MEMBERSHIP IN PROFESSIONAL ORGANISATIONS:	
REGISTRATION (if any) Type, year, state and country	
FIELDS OF SPECIAL COMPETENCE:	

Note: Xerox additional copies as necessary.




FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Viale delle Terme di Caracalla, 00100 - ROME, ITALY

PERSONAL HISTORY

INSTRUCTIONS: Please answer each question clearly and completely. Type or print in ink. Read carefully and follow all directions. If you need more space, attach additional pages of the same size. Be sure to sign and date the form.

CANDIDATE TO
AFFIX PHOTOGRAPH HERE

1. Family Name		First name		Middle name		Maiden name		AFFIX PHOTOGRAPH HERE																
2. (A) Present Residence (Specify City Province or State, and Country)						(B) Length of Present Residence																		
3. Mailing Address								Telephone Number																
4. (A) Place of Birth			(B) Date of Birth (Day, Month, Year)			(C) Citizenship at Birth		(D) Present Citizenship																
5. Sex <input type="checkbox"/> Male <input type="checkbox"/> Female		6. Marital Status (Check) <input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Widow(er) <input type="checkbox"/> Divorced <input type="checkbox"/> Separated																						
7. Have you any dependents?		<input type="checkbox"/> Yes <input type="checkbox"/> No		If answer is "Yes" give following information:																				
Name		Date of birth		Relationship		Name		Date of birth																
8. Have you taken up legal residence status in any country other than that of your nationality? <input type="checkbox"/> Yes <input type="checkbox"/> No If answer is "Yes", which country?				9. Have you taken any legal steps towards changing your present nationality? <input type="checkbox"/> Yes <input type="checkbox"/> No If answer is "Yes", explain fully																				
10. Have you any near relatives who are employed by a public international organization? If answer is "Yes" give following information:																								
Name				Relationship		International Organization																		
11. For what kind of work do you wish to be considered?						12. For secretarial/clerical grades only Indicate speed in words per minute																		
						<table border="1"> <tr> <td></td> <td>English</td> <td>French</td> <td>Spanish</td> <td>Other languages</td> </tr> <tr> <td>Typing</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Shorthand</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>					English	French	Spanish	Other languages	Typing					Shorthand				
	English	French	Spanish	Other languages																				
Typing																								
Shorthand																								
13. LANGUAGE (List mother tongue first)		READ				WRITE				SPEAK				List any special skills you possess and machines and equipment you can use:										
Excellent		Good	Fair	Slight	Excellent	Good	Fair	Slight	Excellent	Good	Fair	Slight												
14. COMPUTER SKILLS:										<input type="checkbox"/> Excellent		<input type="checkbox"/> Good		<input type="checkbox"/> Fair		<input type="checkbox"/> Slight								
Briefly indicate the computer languages/software of which you have practical knowledge:																								

Specific Advertisement or Vacancy Notice				Type <input type="checkbox"/>	
A. Reference No.				Service <input type="checkbox"/>	
B. Publication or other source		INTERNATIONAL CIVIL AVIATION ORGANIZATION TECHNICAL CO-OPERATION PROGRAMME PERSONAL HISTORY STATEMENT		Category <input type="checkbox"/>	
Applicant Number <input type="checkbox"/>		Status <input type="checkbox"/>		Day <input type="checkbox"/> Received <input type="checkbox"/> Month <input type="checkbox"/> Year <input type="checkbox"/>	
Please type or print in ink. Do not write in shaded areas					
1. Family Name		First Name		Middle Name	
				Name Code <input type="checkbox"/>	
2. Permanent Address (Show also mailing address if other than permanent address)				Telephone Home	
				Office	
3. Present Address (If different from 2)				FAX/TLX:	
				Telephone Home	
				Office	
				FAX/TLX:	
				Please attach a recent passport-size photograph here	
4. Country of Birth		5. Date of Birth		6. Nationality at Birth	
				7. Present Nationality	
				Nationality Code <input type="checkbox"/>	
8. State whether you are a permanent resident of any country other than that of your present nationality, if so which one?					
9. If you have taken any formal steps towards changing your present nationality, please indicate:					
10. Sex		11. Marital Status			Marital Code
Male <input type="checkbox"/> Female <input type="checkbox"/>		Single <input type="checkbox"/> Married <input type="checkbox"/> Separated <input type="checkbox"/> Widowed <input type="checkbox"/> Divorced <input type="checkbox"/>			<input type="checkbox"/>
12. Have you any dependents? Yes <input type="checkbox"/> No <input type="checkbox"/> If "Yes", provide details					
Name		Date of Birth		Relationship	
13. Do you have any physical or other disabilities? Yes <input type="checkbox"/> No <input type="checkbox"/> If "Yes", give details:					
14. Are you at present under medical treatment? Yes <input type="checkbox"/> No <input type="checkbox"/> If "Yes", give details:					
15. Have you ever been dismissed or forced to resign from any position? Yes <input type="checkbox"/> No <input type="checkbox"/> If "Yes", explain and give name and address of the employer(s).					
16. When will you be available for employment?				Availability Code	
Immediately <input type="checkbox"/> or <input type="checkbox"/> weeks/months after acceptance				<input type="checkbox"/>	
17. What is the minimum annual gross salary you will consider? U.S.\$					

18. Are there any countries or locations in which you are unwilling to be assigned? Yes ☐ No ☐ If "Yes", state which.

19. (a) List the fields of activities in civil aviation for which you consider yourself qualified and for which you wish to be considered:

(b) State formal teaching experience, if any:

(c) State specific post(s), if any, for which you wish to be considered:

20. What are the minimum and maximum periods for which you will be prepared to accept employment? Minimum Period: Maximum Period: Please indicate in months: e.g., 1 month (01), 12, 15, 48, etc. Period Code

21. List your membership in professional, civic, public or international societies or institutions relevant to your application. Indicate the class of membership when appropriate.

SUMMARY

22. List any significant publications or papers you have written. (Do not attach them.)

23. List, if considered significant to your application, in-service or extra-curricular training courses that have been completed.

24. EDUCATION. Give full details commencing with secondary (i.e., high or technical school) level.

Years		Name and Location of Institution of Learning	Academic Degrees and Certificates or Diplomas Obtained	Main Field of Study
From	To			

25. List your licences and certificates in the field of civil aviation. State validity if appropriate. (Candidates experienced as pilots or in the fields of electronics engineering, airworthiness or aircraft maintenance, should secure and complete the appropriate supplementary data sheet.)

26. LANGUAGES. (List mother tongue first)

Language	Read			Write			Speak			Language Code
	Fluently	With some Difficulty	With Great Difficulty	Fluently	With some Difficulty	With Great Difficulty	Fluently	With some Difficulty	With Great Difficulty	

27. EMPLOYMENT RECORD. Starting with your present or most recent employment, list in reverse order, your employment record. Use a separate block for each position held even if with the same employer. Include service with the armed services. Continue on additional sheets if required.

(i) Present or most recent employment

Month		Year		Month		Year		Annual Salary in U.S.\$ Gross and Net (after taxes)		Allowances in Addition to Salary (U.S.\$)
From				To				Gross	Net	
Title of Post								Starting	Final	
Employer										
Address								Immediate Supervisor		
								Name		
								Address		
Business										
Place of employment: City										
Country								Telephone Number		
Number and kind of employees supervised by you								Reason for leaving this employment		

Outline of Principal Duties and Responsibilities:

Have you any objections to our making inquiries of your present employer?

Yes ☐

No ☐

28. ANALYSIS OF RELEVANT EXPERIENCE. Use this space to analyse your experience in relation to your statement in response to Section 19(a) above. Additionally, if you are applying for a specific post, please indicate the reference code of the advertisement or vacancy notice and analyse your experience in relation to the requirements, duties and responsibilities outlined therein. Post Reference No.:

29. ADDITIONAL INFORMATION. Use this space to provide any information about yourself, your experience or your circumstances which you wish to provide in addition to your responses so far.

30. REFERENCES. List three (3) persons not related to you who are familiar with your career to whom we may refer. Do not repeat the names of supervisors listed in your response to Section 27 above.

Full Name	Full Address	Telephone Numbers	Business or Occupation
		Office:	
		Home:	
		Office:	
		Home:	
		Office:	
		Home:	

31. Are any of your relatives employed by ICAO, the United Nations or any affiliated agency? Yes ☐ No ☐
If "Yes", give details:

Name	Relationship	Name of International Organization

32. Have you previously made an application for employment to ICAO, the United Nations or any affiliated agency? Yes ☐ No ☐
If "Yes", indicate when and to which:

33. Have you ever been arrested, indicted or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)? Yes ☐ No ☐
If "Yes", give details:

I certify that the statements made by me are true, complete and correct to the best of my knowledge and belief.
I understand that any material misrepresentation or omission made hereon or on any other document requested by the International Civil Aviation Organization renders me liable to termination or dismissal.

Date:

Day	Month	Year	

Signature: _____

Forwarding Directions

Following completion of all sections of this personal history statement please return it in an envelope marked 'CONFIDENTIAL' to:

Chief, Field Recruitment Unit
Field Personnel Section
Technical Co-operation Bureau
International Civil Aviation Organization
1000 Sherbrooke St. West, Suite 1806
Montreal, Quebec, Canada H3A 2R2

Fax: (514) 298-4772



INTER-AMERICAN DEVELOPMENT BANK
1300 NEW YORK AVENUE, N.W.
WASHINGTON, D.C. 20577

INDIVIDUAL CONSULTANT REGISTRATION APPLICATION

DATE OF APPLICATION M D Y

MR Mrs Miss Ms LAST NAME

SECOND LAST NAME

FIRST NAME MIDDLE NAME MAIDEN NAME (IF APPLICABLE)

MAILING ADDRESS AT WHICH YOU MAY BE CONTACTED:
STREET

CITY STATE ZIP CODE (POSTAL) COUNTRY

TELEX ADDRESS (IF AVAILABLE) TELEPHONE NUMBER (INCLUDING APPROPRIATE CODES) ALTERNATE TELEPHONE NUMBER

SEX M F DATE OF BIRTH M D Y CITIZENSHIP AT BIRTH

CURRENT CITIZENSHIP BONA FIDE PERMANENT RESIDENT OF

IF YOU ARE A NATURALIZED CITIZEN, INDICATE PLACE AND DATE OF NATURALIZATION

DO YOU HAVE A U.S. VISA? ☐ NO ☐ YES IF YES, TYPE OF VISA

PLEASE INDICATE YOUR AVAILABILITY FOR ASSIGNMENT (YOU MAY INDICATE MORE THAN ONE)
☐ SHORT TERM (2 MONTHS OR LESS) ☐ MEDIUM TERM (3 TO 6 MONTHS) ☐ LONG TERM (MORE THAN 6 MONTHS)

LIST THOSE LOCATIONS IN WHICH YOU WOULD NOT CONSIDER AN ASSIGNMENT

WILLINGNESS TO TRAVEL ☐ FREQUENTLY ☐ OCCASIONALLY ☐ NOT AT ALL
INDICATE YOUR MINIMUM RATE OF COMPENSATION (U.S. \$ EQUIVALENT) PER
HAVE YOU EVER WORKED AS AN IDB EMPLOYEE? ☐ NO ☐ YES IF YES, ANSWER THE FOLLOWING
FROM TO TITLE OF LAST POSITION PLACE OF DUTY
HAVE YOU EVER PROVIDED CONSULTANCY SERVICES FOR THE IDB? ☐ NO ☐ YES IF YES ANSWER THE FOLLOWING
FROM TO LOCATION PROJECT YOUR FUNCTION

(ATTACH A SEPARATE SHEET IF NECESSARY)

EDUCATIONAL HISTORY

DEGREE TITLE (AS IT APPEARS ON DIPLOMA)	MONTH & YEAR DEGREE AWARDED	FULL TIME YEARS DEGREE REPRESENTS	MAJOR FIELD OF STUDY	NAME AND LOCATION OF COLLEGE OR UNIVERSITY
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

OTHER SCHOOLS ATTENDED (TECHNICAL SCHOOL OR VOCATIONAL SCHOOL)

ATTENDED FROM TO CERTIFICATES OR DIPLOMA RECEIVED

NAME OF SCHOOL

CITY AND COUNTRY

PROFESSION

PROFESSION: (SELECT FROM TABLE 1) _____ SPECIALIZATION (IF APPLICABLE) _____

EXPERIENCE CLASSIFICATION

PLEASE REFER TO TABLE II AND TABLE III FOR SECTOR/FUNCTION DESCRIPTIONS AND CODES. (NOTE: IT IS NOT NECESSARY TO LIST FUNCTION FOR EACH SECTOR, UNLESS APPLICABLE. IT IS ALSO PERMISSIBLE TO REPEAT SECTORS TO REFLECT EXPERTISE IN MORE THAN ONE FUNCTION.)

1. _____ SECTOR / FUNCTION	YEARS OF EXPERIENCE [] []	4. _____ SECTOR / FUNCTION	YEARS OF EXPERIENCE [] []
2. _____ SECTOR / FUNCTION	YEARS OF EXPERIENCE [] []	5. _____ SECTOR / FUNCTION	YEARS OF EXPERIENCE [] []
3. _____ SECTOR / FUNCTION	YEARS OF EXPERIENCE [] []	6. _____ SECTOR / FUNCTION	YEARS OF EXPERIENCE [] []

ARE YOU A FULL-TIME CONSULTANT? YES ☐ NO ☐ IF NO, PLEASE INDICATE YOUR CURRENT EMPLOYER IN THE FIRST WORK HISTORY BLOCK.

WORK HISTORY

PLEASE PROVIDE A BRIEF SUMMARY OF YOUR FIVE MOST RECENT PERIODS OF EMPLOYMENT. TO PROVIDE FURTHER INFORMATION, PLEASE ATTACH A DETAILED CURRICULUM VITAE. INCLUDE COPIES IN ANY OTHER OFFICIAL BANK LANGUAGES, IF AVAILABLE.

1. EMPLOYER: _____ FROM: _____ TO: _____

ADDRESS: _____

NAME OF INDIVIDUAL TO VERIFY EMPLOYMENT: _____ TELEPHONE NUMBER: _____

IF A PROJECT, GIVE TITLE, DESCRIPTION AND COUNTRY: _____

EXECUTING AGENCY, OR ENTITY (IF APPLICABLE): _____

YOUR TITLE OR POSITION: _____

NUMBER AND TYPE OF EMPLOYEES SUPERVISED: _____

DESCRIPTION OF DUTIES AND RESPONSIBILITIES:

WORK HISTORY

2. EMPLOYER: _____ FROM: _____ TO: _____

ADDRESS: _____

NAME OF INDIVIDUAL TO VERIFY EMPLOYMENT: _____ TELEPHONE NUMBER: _____

IF A PROJECT, GIVE TITLE, DESCRIPTION AND COUNTRY: _____

EXECUTING AGENCY, OR ENTITY (IF APPLICABLE): _____

YOUR TITLE OR POSITION: _____

NUMBER AND TYPE OF EMPLOYEES SUPERVISED: _____

DESCRIPTION OF DUTIES AND RESPONSIBILITIES:

LANGUAGE ABILITIES

PLEASE SEE THE SECTION ON LANGUAGE PROFICIENCY IN THE INSTRUCTION. CIRCLE APPROPRIATE CODES.

LANGUAGES	ORAL PROFICIENCY	WRITTEN PROFICIENCY	READING PROFICIENCY
ENGLISH	N 0 1 2 3 4	N 0 1 2 3 4	N 0 1 2 3 4
FRENCH	N 0 1 2 3 4	N 0 1 2 3 4	N 0 1 2 3 4
PORTUGUESE	N 0 1 2 3 4	N 0 1 2 3 4	N 0 1 2 3 4
SPANISH	N 0 1 2 3 4	N 0 1 2 3 4	N 0 1 2 3 4
OTHERS			

IF YOU HAVE COMPUTER SKILLS PLEASE DESCRIBE THEM HERE:

USE THIS SPACE FOR ADDITIONAL COMMENTS ON YOUR EMPLOYMENT RECORD AND ANY OTHER PERTINENT INFORMATION NOT ALREADY COVERED. INCLUDE ANY RESIDENCE OR PROLONGED TRAVEL OUTSIDE YOUR OWN COUNTRY, GIVING DATES AND PURPOSES, ACADEMIC HONORS, PROFESSIONAL SOCIETIES, TRADES, OR PROFESSIONS IN WHICH YOU ARE LICENSED AND TITLES OF PUBLICATIONS, IF ANY.

HAVE YOU EVER BEEN DISCHARGED OR FORCED TO RESIGN FROM ANY EMPLOYMENT?
IF YOUR ANSWER IS YES, ATTACH A SEPARATE CONFIDENTIAL REPORT.YES ☐NO ☐HAVE YOU EVER BEEN ARRESTED, INDICTED, OR SUMMONED INTO COURT AS A DEFENDANT IN A CRIMINAL PROCEEDING, OR CONVICTED, FINED, OR IMPRISONED FOR THE VIOLATION OF ANY LAW (INCLUDING MINOR TRAFFIC VIOLATIONS)?
IF THE ANSWER IS YES, ATTACH SEPARATE CONFIDENTIAL REPORT STATING ALL MATERIAL FACTS.YES ☐NO ☐

HAVE YOU ANY PHYSICALLY HANDICAPPING CONDITION?

YES ☐NO ☐

COMMENTS:

ARE YOU ADVERSELY AFFECTED BY HIGH ALTITUDES?

YES ☐NO ☐

HAVE YOU EVER HAD ANY NERVOUS DISORDER?

YES ☐NO ☐

PLEASE LIST THREE PERSONS FAMILIAR WITH YOUR WORK EXPERIENCE, WHOM WE MAY CONTACT FOR FURTHER INFORMATION. (DO NOT INCLUDE RELATIVES.)

FULL NAME

PRESENT ADDRESS AND TELEPHONE

ORGANIZATION

ARE ANY MEMBERS OF YOUR FAMILY OR RELATIVES (EITHER BY BLOOD OR MARRIAGE) EMPLOYED BY THE INTER-AMERICAN DEVELOPMENT BANK OR ANY OTHER PUBLIC INTERNATIONAL ORGANIZATION?

YES ☐NO ☐

IF THE ANSWER IS YES, LIST THEM

FULL NAME

RELATIONSHIP

ORGANIZATION

MAY THE INFORMATION YOU HAVE PROVIDED ON THIS FORM BE DISCLOSED TO OTHER INTERNATIONAL ORGANIZATIONS?

YES ☐NO ☐

I CERTIFY THAT THE STATEMENTS MADE BY ME, HEREIN, ARE COMPLETE AND TRUE TO THE BEST OF MY KNOWLEDGE AND BELIEF. I AGREE THAT IF I AM EMPLOYED, ANY WILLFUL MISTATEMENT SHALL BE GROUNDS FOR TERMINATION OF SUCH EMPLOYMENT.

SIGNATURE

DATE

PLEASE ENSURE THAT ALL QUESTIONS ARE ANSWERED COMPLETELY REGARDLESS OF THE ATTACHMENTS PROVIDED.

EDUCATION: Give details in chronological order from age 14. Include short courses and postgraduate studies in your professional/occupational and related fields.				
From	To	Name of school/college/University or equivalent, city/country	Nature of course/studies/specialization	Certificate/Diploma/Degree obtained

EMPLOYMENT RECORD: Starting with your present or most recent post, list in reverse order positions held. Attach additional pages if necessary.

PRESENT OR MOST RECENT EMPLOYMENT				
Period		Total annual professional income (after tax)		Exact title of your post
From	To	Starting	Most recent	
Give details of substantial allowances or fringe benefits (if any)				Number and type of employees supervised by you, (if any)
Name and address of employer				Name and title of supervisor
Reason for wishing to change employment				
Description of your duties and responsibilities				

PERSONAL SUMMARY: Please indicate the relevance of your experience and abilities to the employment with IFAD you seek; what have been the most significant factors in your career to date; your most useful achievements and contributions; any long-term plans for your future development and how employment with IFAD fits into these. We would also like you to describe briefly your activities outside your job; any professional societies to which you belong, published articles, pamphlets or books of which you are the author; any skills or areas of knowledge which have not been sufficiently highlighted so far and finally any circumstances, disabilities, health problems or reservations which may restrict your transferability, mobility or travel.

LEGAL CONVICTIONS: If you have ever been found guilty of the violation of any law (other than minor traffic violations), give particulars

Charge	Date	Where tried	Conviction

May we seek references from your present/most recent employer and your former employers and supervisors? If not, specify exclusions.

Will you have or can you arrange return rights to your present employer?

What or who was your source of introduction to IFAD?

What are your remuneration expectations?

When are you available to take up a new appointment?

I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any false statements or any required information withheld from this form may provide grounds for the withdrawal of appointment or dismissal if an appointment has been accepted.

Date

Signature

INTERNATIONAL LABOUR OFFICE



PERSONAL HISTORY

Attach recent photograph here	IMPORTANT Please answer each question completely. Type or print in dark ink. All relevant information should be included on this form, but if necessary additional pages of similar size may be attached. You may be requested to supply documentary evidence supporting the statements below. Do not attach any such documents now. If your qualifications meet the Organisation's needs, this form will be retained in our active files for two years. Please keep us advised of any changes in address during this period.	Do not write in this space Date received:
-------------------------------	--	--

1	Family name (surname)	First/other names	Mr/Mrs/Miss	Maiden name if any
	Present nationality	Date of birth:	Day	Month
		Year	Place and country of birth	
	Has your nationality ever been changed or is it in the process of being changed?	<input type="checkbox"/> No <input type="checkbox"/> Yes (explain)		
	Address to which correspondence should be sent			Telephone

2	For what type(s) of work do you wish to be considered?	If you apply for a vacancy announcement state no. or reference	
	Check period(s) of employment you would accept	<input type="checkbox"/> Indefinite <input type="checkbox"/> Long-term (one year or more) <input type="checkbox"/> Short-term (less than one year)	
	Employment by an International Organisation may require assignment and travel to any area. If you have any disabilities or reservations which may restrict your activities in this respect, give details:		

3	EDUCATION Give full details in chronological order. Give the exact name of the institution and title of degrees/certificates in the original language. Exclude primary/secondary school if you have a university degree or equivalent. Include courses and post-graduate studies in your professional or related field.			
	From Month/year	To Month/year	Institution (name, place)	Certificates, degrees obtained
				Main field(s) or subject(s) of study

4	LANGUAGE KNOWLEDGE For languages other than mother tongue, enter appropriate number from code below to indicate level of your language knowledge. CODE: 1. Limited conversation, reading of newspapers, routine correspondence. 2. Engage freely in discussions, read and write some difficult material. 3. Speak, read and write (freely) as in mother tongue.		CIRCLE number tongue ENGLISH FRENCH	SPEAK READ WRITE

6	Indicate since which date you are resident	In country	Civil status	<input type="checkbox"/> Married	<input type="checkbox"/> Divorced
		In city		<input type="checkbox"/> Single	<input type="checkbox"/> Widow(er)

7 Give names of any dependents:					
Name	Date of Birth	Relationship	Name	Date of Birth	Relationship
.....
.....
.....

Give names of any near relatives who are employed by the United Nations or one of its Specialised Agencies.

Name	Relationship	International Organisation
.....
.....

8	If you have ever been found guilty of the violation of any law (except minor traffic violations) give full particulars
---	--	-------

9	REFERENCES	List three persons not related to you who are familiar with your character and qualifications. Do not repeat names of supervisors listed under "Employment record".	
	Name	Address (telephone No. if known)	Occupation, business, title
.....
.....
.....

10	State any other relevant facts which might help to evaluate your application. List professional societies of which you are a member, and activities in civil, public or international affairs. Include information on residence or prolonged travel abroad (except as tourist) giving dates, aims, purpose, etc.
	If you are now holding or if you have held a fellowship, state place, date and duration of fellowship, and by whom awarded

11	ATTACH LIST GIVING TITLES OF SIGNIFICANT PUBLICATIONS OR PAPERS IN YOUR PROFESSIONAL FIELD WHICH YOU HAVE WRITTEN, AND NAMES OF JOURNALS, ETC. IN WHICH THEY APPEARED. DO NOT ATTACH THE PUBLICATIONS THEMSELVES.	Indicate speed in words per minute (for clerical jobs only)			
		English	French	Spanish	Other languages
		Typing
		Shorthand	

12	I certify that the statements made by me on this form are true, complete and correct. I understand that any false statement or required information without any provide grounds for the withdrawal of any offer of appointment or the cancellation of any contract of employment with the Organisation.	
	Date and place	Signature
	Home address (if different from address as given on page 1)	
	Telephone	

INTERNATIONAL TELECOMMUNICATION UNION



PROJECT PERSONNEL

<p>Attach recent photograph here</p>	<p>Information given should be clear, concise and accurate. DO NOT USE ABBREVIATIONS as their significance may not be known on a world-wide basis.</p> <p>If your candidature is being considered for an ITU expert post, a photocopy of EXP/1 (but not EXP/CONF) may be sent to the requesting Government, which latter makes the final selection. PLEASE THEREFORE COMPLETE THIS FORM IN TYPESCRIPT (or failing that print clearly in black ink) to facilitate reproduction.</p> <p>PLEASE CONFINE THE DESCRIPTION OF YOUR QUALIFICATIONS/EXPERIENCE TO THE FOUR PAGES OF EXP/1 (only publications may be listed on a supplementary sheet if the space allotted is insufficient).</p>
--------------------------------------	---

LANGUAGE: If you are applying for a post stipulating English, French or Spanish as ESSENTIAL, please complete the appropriate form in the *required language*.

In case of a general application, use one of the three above-mentioned languages. If you wish to be considered as a bilingual or trilingual candidate, please complete separate sets of EXP/1 in each language.

THE INFORMATION SOLICITED HEREUNDER WILL BE CONSIDERED AS CONFIDENTIAL
FOR USE EXCLUSIVELY AT ITU HEADQUARTERS

1		Family name (surname)		First/other names		Mr/Mrs/Miss		Maiden name if any	
Present nationality		Date of birth		Day		Month		Year	
Place and country of birth		Place and date of issue		Date of expiry					
Passport details		No.		Place and date of issue		Date of expiry			
Has your nationality ever been changed or is it in the process of being changed?		<input type="checkbox"/> No <input type="checkbox"/> Yes (explain)							
Address to which correspondence should be sent		Telephone		Home		MARITAL STATUS			
		Office				<input type="checkbox"/> single <input type="checkbox"/> married			
Permanent address (if different from above)		Telephone				<input type="checkbox"/> widow(er) <input type="checkbox"/> divorced			
						<input type="checkbox"/> separated			
2		What do you consider as your specialization?				If you apply for a vacancy announcement state number or reference			
Would you accept employment for		less than six months? <input type="checkbox"/>		one year? <input type="checkbox"/>		more than one year? <input type="checkbox"/>			
If you were offered a post, how soon could you report for duty									
Employment by the ITU may require assignment and travel to any area. If you have any disabilities or reservations which may restrict your activities in this respect, give details									



PROJECT PERSONNEL

For submission to Governments

1	Name _____ Present address _____ _____	Nationality _____ Place and date of birth _____
---	--	--

2	LANGUAGE KNOWLEDGE MOTHER TONGUE: _____ For other languages, enter appropriate number from code below to indicate level of your language knowledge CODE: 1. Limited conversation, reading of newspapers, routine correspondence. 2. Engage freely in discussions, read and write more difficult material. 3. Speak, read and write (nearly) as well as mother tongue.	OTHER LANGUAGES _____ _____ _____ _____ _____	Speak <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Read <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Write <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
---	---	---	--	---	--

3	EDUCATION Give full details in chronological order. Give the exact name of the institution and title of degrees/certificates in the original language. Exclude primary/secondary school if you have a university degree or equivalent. Include courses and post-graduate studies in your professional or related field.			
From Month/year	To Month/year	Institution (name, place)	Certificates, degrees obtained	Main field(s) or subject(s) of study

4	List titles of significant publications or papers in your professional field which you have written, as also names of journals, etc., in which they appeared (use supplementary sheet if necessary). DO NOT ATTACH PUBLICATIONS.

5	List Professional Societies of which you are a member; indicate the class of membership when appropriate.

NB. IN COMPLETING SECTION 6 HEREUNDER, PLEASE COMMENCE BY COMPLETING POINT E (next page) FOLLOWED BY D, C, B and A IN THAT ORDER AS APPLICABLE.

6 PROFESSIONAL EXPERIENCE

A Summary of employment record in CHRONOLOGICAL ORDER (excepting four most recent posts).

7 List type/makes of equipment on which you have: A) worked; B) received training.

8 Additional Information relevant to your work and the post for which you are applying (i. e. experience in on-the-job training or modern training techniques, etc.).

Date _____

Signature _____

UNITED NATIONS
PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

CONFIDENTIAL ADMINISTRATIVE INFORMATION
FOR THE USE IN UNITED NATIONS HEADQUARTERS AND NOT FOR SUBMISSION TO GOVERNMENT

1. FAMILY NAME		FIRST NAME		MIDDLE NAME		MAIDEN NAME, if any.	
2. DATE OF BIRTH		3. PLACE OF BIRTH		4. NATIONALITY AT BIRTH		5. PRESENT NATIONALITY	
6. SEX	6. a) HEIGHT	6. b) WEIGHT	7. MARITAL STATUS				
			SINGLE <input type="checkbox"/> MARRIED <input type="checkbox"/> SEPARATED <input type="checkbox"/> WIDOW(ER) <input type="checkbox"/> DIVORCED <input type="checkbox"/>				
8. PRESENT ADDRESS			9. PERMANENT ADDRESS			10. PRESENT TELEPHONE No.	
						Office:	
						Home:	
11. WHAT DO YOU CONSIDER AS YOUR SPECIALIZATION?							
12. HAVE YOU ANY DEPENDANTS?							
YES <input type="checkbox"/> NO <input type="checkbox"/> IF THE ANSWER IS "YES", PLEASE INDICATE HEREUNDER:							
NAME		Date of Birth	RELATIONSHIP	NAME		Date of Birth	RELATIONSHIP
13. WOULD YOU ACCEPT EMPLOYMENT FOR:							
LESS THAN SIX MONTHS? <input type="checkbox"/> ONE YEAR? <input type="checkbox"/> MORE THAN ONE YEAR? <input type="checkbox"/>							
14. PLEASE STATE WHETHER YOU ARE A PERMANENT RESIDENT OF ANY COUNTRY OTHER THAN THAT OF YOUR NATIONALITY AND IF SO, WHICH ONE?							
IF YOU HAVE TAKEN ANY LEGAL STEPS TOWARDS CHANGING YOUR PRESENT NATIONALITY, PLEASE EXPLAIN:							
15. ARE ANY OF YOUR RELATIVES EMPLOYED BY THE UNITED NATIONS OR AFFILIATED INTERNATIONAL AGENCIES?							
YES <input type="checkbox"/> NO <input type="checkbox"/> IF THE ANSWER IS "YES", PLEASE INDICATE HEREUNDER:							
NAME			RELATIONSHIP	NAME OF INTERNATIONAL ORGANIZATION			
16. HAVE YOU PREVIOUSLY SUBMITTED AN APPLICATION FOR EMPLOYMENT WITH THE UNITED NATIONS OR ANY AFFILIATED AGENCY?							
YES <input type="checkbox"/> NO <input type="checkbox"/> IF THE ANSWER IS "YES", PLEASE INDICATE WHEN AND WHERE:							

17. SALARY, NAME OF SUPERVISOR, AND REASON FOR LEAVING (see Instruction 3)

(Confidential details pertaining to the first five entries listed under PROFESSIONAL EXPERIENCE on the second and third pages of TARS/2)

PORTION AS LISTED ON TARS/2	ANNUAL SALARY GROSS and NET (after taxes)		ALLOWANCES In addition to salary	SUPERVISOR'S NAME	DATES	REASON FOR LEAVING
	Starting	Final				
A.	gross				From:	
	net				To:	
B.	gross				From:	
	net				To:	
C.	gross				From:	
	net				To:	
D.	gross				From:	
	net				To:	
E.	gross				From:	
	net				To:	

18. HAVE YOU ANY OBJECTIONS TO OUR MAKING INQUIRIES OF YOUR PRESENT EMPLOYER? YES ☐ NO ☐

19. REFERENCES: (see Instruction 4)

FULL NAME	FULL ADDRESS	TELEPHONE No.	BUSINESS or OCCUPATION
		Office:	
		Home:	
		Office:	
		Home:	
		Office:	
		Home:	

20. HAVE YOU EVER BEEN ARRESTED, INDICTED, OR SUMMONED INTO COURT AS A DEFENDANT IN A CRIMINAL PROCEEDING, OR CONVICTED, FINED OR IMPRISONED FOR THE VIOLATION OF ANY LAW (excluding minor traffic violations)? YES ☐ NO ☐

If "YES", give full particulars of each case in an attached statement.

I certify that the statements made by me are true, complete and correct to the best of my knowledge and belief. I understand that any material misrepresentation or omission made herein or on any other document requested by the United Nations renders me liable to termination or dismissal.

DATE: _____

SIGNATURE: _____



QUESTIONNAIRE – ORGANIZATION EXPERIENCE

1. Name of organization			For United Nations use only	
1.a. Submitter is for: Parent organization <input type="checkbox"/> Branch office/Subsidiary <input type="checkbox"/>			2. Year established	3. Country established
5. Address			6. Telephone	7. Facsimile/Telex

8. Former name(s) of organization, if any

9. Name of parent organization, if any

10. Name, title and telephone number of two principals to contact

(•)

(b)

11. Type of organization

(a) ☐ Independent commercial organization

(d) ☐ Foundation

(b) ☐ Group of independent commercial organizations

(e) ☐ Professional association

(c) ☐ Educational institution

(f) ☐ Other (Specify):

Is the organization government-affiliated? Yes ☐ No ☐ If yes, specify:

[illegible]

13. Language capabilities of organization's professional personnel:

Arabic ☐ Chinese ☐ English ☐ French ☐ Russian ☐ Spanish ☐ Others ☐ (Specify):

14. Number of personnel in organization during last five years:

(a) Maximum no.

(b) Normal strength:

[illegible]

J-741 - E.

INSTRUCTIONS Use answer each question fully and completely. Type print in ink. Read carefully follow all directions.		UNITED NATIONS PERSONAL HISTORY		Do Not Write In This Space				
Family name		First name		Middle name				
Maiden name, if any								
Date of birth	Day	Mo.	Yr.	3. Place of birth	4. Nationality (ies) at birth			
5. Present nationality (ies)	6. Sex							
7. Weight	8. Marital status:							
Single <input type="checkbox"/>	Married <input type="checkbox"/> Separated <input type="checkbox"/> Widow (er) <input type="checkbox"/> Divorced <input type="checkbox"/>							
Entry into United Nations service might require assignment and travel to any area of the world in which the United Nations might have responsibilities. Have you any disabilities which might limit your prospective field of work or your ability to engage in air travel? YES <input type="checkbox"/> NO <input type="checkbox"/> If "yes", please describe.								
Permanent address		12. Present address (if different)		13. Office Telephone No.				
Telephone No.		Telephone No.						
Have you any dependents? YES <input type="checkbox"/> NO <input type="checkbox"/> If the answer is "yes", give the following information:								
NAME		Date of Birth		Relationship				
NAME		Date of Birth		Relationship				
NAME		Date of Birth		Relationship				
Have you taken up legal permanent residence status in any country other than that of your nationality? YES <input type="checkbox"/> NO <input type="checkbox"/>								
If answer is "yes", which country?								
Have you taken any legal steps towards changing your present nationality? YES <input type="checkbox"/> NO <input type="checkbox"/>								
If answer is "yes", explain fully:								
Are any of your relatives employed by a public international organization? <input type="checkbox"/> YES <input type="checkbox"/> NO								
If answer is "yes", give the following information:								
NAME		Relationship		Name of International Organization				
NAME		Relationship		Name of International Organization				
NAME		Relationship		Name of International Organization				
What is your preferred field of work?								
11. Would you accept employment for less than six months? YES <input type="checkbox"/> NO <input type="checkbox"/>				21. Have you previously submitted an application for employment with U.N.? If so when?				
2. KNOWLEDGE OF LANGUAGES. What is your mother tongue?								
OTHER LANGUAGES	READ		WRITE		SPEAK		UNDERSTAND	
	Easily	Not Easily	Easily	Not Easily	Fluently	Not Fluently	Easily	Not Easily
13. For clerical grades only Indicate speed in words per minute					List any office machines or equipment you can use			
Typing	English	French	Other languages					
Shorthand								

4. EDUCATIONAL. Give full details — N.B. Please give exact titles of degrees in original language.

A. UNIVERSITY OR EQUIVALENT

Please do not translate or equate to other degrees.

UNIVERSITY OR EQUIVALENT NAME, PLACE AND COUNTRY	ATTENDED FROM/TO		DEGREES and ACADEMIC DISTINCTIONS OBTAINED	MAIN COURSE OF STUDY
	Mo./Year	Mo./Year		

B. SCHOOLS OR OTHER FORMAL TRAINING OR EDUCATION FROM AGE 14 (e.g. high school, technical school or apprenticeship)

NAME, PLACE AND COUNTRY	TYPE	ATTEND FROM/TO		CERTIFICATES OR DIPLOMAS OBTAINED
		Mo./Year	Mo./Year	

5. LIST PROFESSIONAL SOCIETIES AND ACTIVITIES IN CIVIC, PUBLIC OR INTERNATIONAL AFFAIRS

28. LIST ANY SIGNIFICANT PUBLICATIONS YOU HAVE WRITTEN (Do not attach)

27. **EMPLOYMENT RECORD** Starting with your present post, list in reverse order every employment you have had. Use a separate block for each post. Include also service in the armed forces and note any period during which you were not gainfully employed. If you need more space, attach additional pages of the same size. Give both gross and net salaries per annum for your last or present post.

A. PRESENT POST (LAST POST, IF NOT PRESENTLY IN EMPLOYMENT)

TO	TO	SALARIES PER ANNUM		EXACT TITLE OF YOUR POST:
1/01/14 YEAR	MONTH/YEAR	STARTING	FINAL	

NAME OF EMPLOYER

TYPE OF BUSINESS

ADDRESS OF EMPLOYER:

NAME OF SUPERVISOR:

NAME OF EMPLOYEE	NO. AND KIND OF EMPLOYEES SUPERVISED BY YOU	REASON FOR LEAVING
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
6. _____	_____	_____
7. _____	_____	_____
8. _____	_____	_____
9. _____	_____	_____
10. _____	_____	_____

DESCRIPTION OF YOUR DUTIES

[illegible]

1. HAVE YOU ANY OBJECTIONS TO OUR MAKING INQUIRIES OF YOUR PRESENT EMPLOYER?

YES ☐ NO ☐

2. ARE YOU NOW, OR HAVE YOU EVER BEEN, A PERMANENT CIVIL SERVANT IN YOUR GOVERNMENT'S EMPLOY? YES ☐ NO ☐
If answer is "yes", WHEN?

REFERENCES: List three persons, not related to you, who are familiar with your character and qualifications.
Do not repeat names of supervisors listed under Item 27.

FULL NAME	FULL ADDRESS	BUSINESS OR OCCUPATION

3. STATE ANY OTHER RELEVANT FACTS. INCLUDE INFORMATION REGARDING ANY RESIDENCE OUTSIDE THE COUNTRY OF YOUR NATIONALITY.

4. HAVE YOU EVER BEEN ARRESTED, INDICTED, OR SUMMONED INTO COURT AS A DEFENDANT IN A CRIMINAL PROCEEDING, OR CONVICTED, FINED OR IMPRISONED FOR THE VIOLATION OF ANY LAW (excluding minor traffic violations)? YES ☐ NO ☐
If "yes", give full particulars of each case in an attached statement.

5. I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation or material omission made on a Personal History form or other document requested by the Organization renders a staff member of the United Nations liable to termination or dismissal.

DATE: _____

SIGNATURE: _____

6. You will be requested to supply documentary evidence which supports the statements you have made above. Do not, however, send any documentary evidence until you have been asked to do so by the Organization and, in any event, do not submit the original texts of references or testimonials unless they have been obtained for the sole use of the Organization.

P. II

INSTRUCTIONS Please answer each question clearly and completely. Type or print in ink. Read carefully and follow all directions.		 UNITED NATIONS ENVIRONMENT PROGRAMME PERSONAL HISTORY		Do not Write in this Space					
1. Family name		First name		Other names					
2. Date of birth		3. Place of birth		4. Nationality at birth					
5. Present nationality		6. Sex							
7. Height	8. Weight	9. Marital status:							
		Single <input type="checkbox"/> Married <input type="checkbox"/> Separated <input type="checkbox"/> Widow(er) <input type="checkbox"/> Divorced <input type="checkbox"/>							
10. Entry into United Nations service might entail assignment and travel to any area of the world in which the United Nations might have responsibilities. Have you any disabilities which might limit your prospective field of work or your ability to engage in air travel? YES <input type="checkbox"/> NO <input type="checkbox"/> If "yes", please describe.									
11. Permanent address		12. Present address		13. Permanent telephone no.					
				14. Present telephone no.					
15. Have you any dependants? YES <input type="checkbox"/> NO <input type="checkbox"/> If the answer is "Yes", give the following information:									
NAME		Date of Birth		Relationship					
16. Have you taken up legal permanent residence status in any country other than that of your nationality? If answer is "yes", which country? YES <input type="checkbox"/> NO <input type="checkbox"/>									
17. Have you taken any legal steps towards changing your present nationality? If answer is "yes", explain fully: YES <input type="checkbox"/> NO <input type="checkbox"/>									
18. Are any of your relatives employed by a public international organization? If answer is "yes", give the following information: YES <input type="checkbox"/> NO <input type="checkbox"/>									
NAME		Relationship		Name of international organization					
19. What is your preferred field of work?									
20. Would you accept employment for less than six months? YES <input type="checkbox"/> NO <input type="checkbox"/>			21. Have you previously submitted an application for employment with UNEP? If so, state date/reference of response received.						
22. KNOWLEDGE OF LANGUAGES. What is your mother tongue?									
OTHER LANGUAGES		READ		WRITE		SPEAK		UNDERSTAND	
		Easily	Not easily	Easy	Not easy	Fluently	Not fluently	Easily	Not easily
23. For clerical grades only Indicate speed in words per minute						List any office machines or equipment you can use			
Typing Shorthand		English		French		Other languages			

Please return completed form to:
 UNEP (Personnel Section)
 P.O. Box 30552
 Nairobi, Kenya.

28. Have you any objections to our making inquiries of your present employer? YES <input type="checkbox"/> NO <input type="checkbox"/>		
29. Are you now, or have you ever been, a permanent civil servant in your government's employ? YES <input type="checkbox"/> NO <input type="checkbox"/>		
30. REFERENCES: List three persons, not related to you, who are familiar with your character and qualifications. Do not repeat names of supervisors listed under item 27.		
FULL NAME	FULL ADDRESS	BUSINESS OR OCCUPATION
1.		
2.		
3.		
31. State any other relevant facts. Include information regarding any residence outside the country of your nationality.		
<p>32. Have you ever been arrested, indicted, or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)?</p> <p style="text-align: right;">YES <input type="checkbox"/> NO <input type="checkbox"/></p> <p>If "Yes", give full particulars of each case in an attached statement.</p>		
<p>33. I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation of material omission made on a Personal History form or other document requested by the United Nations Environment Programme renders a staff member of the United Nations Environment Programme liable to termination or dismissal.</p>		
<p>DATE: _____ SIGNATURE: _____</p>		
<p>N.B. You will be requested to supply documentary evidence which supports the statements you have made above. Do not, however, send any documentary evidence until you have been asked to do so by the Organization and, in any event, do not submit the original texts of references or testimonials unless they have been obtained for the sole use of the Organization. Applications will not, as a general rule, be valid or be retained by the United Nations Environment Programme for more than two years from date of receipt.</p>		

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR L'ÉDUCATION, LA SCIENCE ET LA CULTURE

CURRICULUM VITAE

Leave blank - Laisser en blanc

R

C

Please complete this form in English or French. Type or print the requested information. If your candidature is accepted, you will be requested to supply certified copies of your main diplomas listed in box 13. You may also be requested to furnish documentary evidence in support of statements made in this document. UNESCO does not acknowledge receipt of this form, which will nevertheless be examined carefully. You will be contacted only where a specific possibility of employment with the Organization exists. UNESCO will not keep this form beyond a period of two years from the date of its reception.

Remplissez ce formulaire en anglais ou en français, de préférence à la machine, sinon en caractères d'imprimerie. Si votre candidature est acceptée, il vous sera demandé de fournir une copie certifiée conforme des principaux diplômes dont vous faites état à la case 13. Il pourra, par ailleurs, vous être demandé de fournir des pièces justificatives à l'appui des déclarations faites dans ce document. L'UNESCO n'accuse pas réception de ce formulaire, qui sera néanmoins examiné avec soin. Vous serez contacté uniquement s'il existe une possibilité concrète d'emploi à l'Organisation. Ce formulaire ne sera pas conservé au-delà de deux ans à compter de la date de sa réception.

1. Family name (Surname) - Nom de famille		First names - Prénoms		Maiden name - Nom de jeune fille		ATTACH RECENT PHOTOGRAPH ATTACHEZ UNE PHOTOGRAPHIE RÉCENTE
2. Permanent address - Domicile permanent		Telephone				
3. Mailing address (if different from above) Adresse postale (Si elle diffère de la précédente)		Telephone				
4. A) Date of birth - Date de naissance day/jour month/mois year/année		B) Country and place of birth Pays et lieu de naissance		C) Sex - Sexe		D) Marital status - État civil
5. A) Citizenship at birth Nationalité à la naissance		B) Present citizenship (since) Nationalité actuelle (depuis)				
C) Have you taken any legal steps towards changing your present nationality? Avez-vous entrepris des démarches officielles aux fins de changer votre nationalité actuelle?						
6. Give the following information about persons fully dependent upon you for financial support. Donnez les renseignements suivants sur les personnes qui sont, financièrement, entièrement à votre charge.						
Name of dependant Nom de la personne à charge		Date of birth Date de naissance	Relationship Degré de parenté		Name of dependant Nom de la personne à charge	Date of birth Date de naissance
7. List any of your relatives employed by the United Nations or its Specialized Agencies. Donnez les noms de ceux de vos parents qui sont employés par les Nations Unies ou une des institutions spécialisées.						
Name - Nom		Relationship Degré de parenté		Name of international organization Nom de l'organisation internationale		
8. Would you object to serving in any regions of the world? If so, indicate which and why. Auriez-vous des objections à travailler dans certaines parties du monde? Dans l'affirmative, indiquez lesquelles et pourquoi.						
9. Would you accept employment for : Yes or no Accepteriez-vous un emploi d'une durée de : oui ou non						
Up to 6 months moins de 6 mois						
6 months to 1 year 6 mois à un an						
more than 1 year plus d'un an						
10. How much notice would you require to report for work? Dans quel délai pourriez-vous entrer en fonction?						
11. If employed, you will be required to pass a medical examination. Have you any disabilities which might limit your prospective field of work or preclude your undertaking any necessary travel by air? En cas d'engagement un examen médical est nécessaire. Avez-vous une infirmité quelconque susceptible de restreindre vos activités professionnelles ou de vous interdire tout voyage par avion que vous pourriez être appelé à effectuer?						
12. For what type of work or for which specific post do you wish to be considered? Quel genre d'emploi ou quel poste précis vous intéresse?						

19. EMPLOYMENT RECORD ANTÉCÉDENTS PROFESSIONNELS	starting with your present position list in reverse order every employment during at least the past ten years. <i>Énumérez, en commençant par le plus récent, tous les emplois que vous avez exercés au cours des dix dernières années au moins.</i>	
A. PRESENT POSITION - POSTE ACTUEL		Description of your duties (underline the main points); include number and type of subordinates. <i>Décrivez vos fonctions, en soulignant les principales; indiquez également le nombre et les fonctions des personnes sous vos ordres.</i>
Dates of employment - <i>Durée d'emploi</i> From : To : Present De : A : Ce jour		
Annual salary - <i>Traitement annuel</i> Starting : Present : De début : Actuel :		
Exact title of your position and place of work <i>Titre exact de votre poste et lieux d'activité</i>		
Name and address of employer - <i>Nom et adresse de l'employeur</i>		
Type of work <i>Genre d'activité</i>		
Name and title of your immediate supervisor <i>Nom et titre de votre supérieur direct</i>		
Reason for wishing to leave - <i>Pourquoi désirez-vous changer d'emploi ?</i>		
20. REFERENCES : List three persons not related to you by blood or marriage, who are familiar with your character and qualifications. Do not repeat names listed in item 19.		RÉFÉRENCES : Indiquez trois personnes (parents et alliés exclus) pouvant donner sur vous des renseignements d'ordre moral et professionnel. Ne répétez pas de noms déjà cités dans la case 19.
Name - <i>Nom</i>	Full address - <i>Adresse complète</i>	Profession
21. Have you any objection to our making enquiries of your present employer ? <i>Voyez-vous quelque inconvénient à ce que nous prenions des renseignements auprès de votre employeur actuel ?</i> <input type="checkbox"/> yes oui <input type="checkbox"/> no non		
22. State briefly any other relevant facts. Include information regarding any residence outside the country of which you are a citizen. <i>Donnez brièvement tout autre renseignement afférent à votre candidature. Donnez également des précisions sur toute période de résidence hors du p. ys dont vous êtes ressortissant.</i>		
23. I certify that the statements made by me in answer to the foregoing questions are true and complete. I understand that wilful misrepresentation renders me liable to dismissal, if employed. <i>Je certifie que les réponses que j'ai faites aux questions ci-dessus sont complètes et exactes. Je reconnais qu'en donnant sciemment une indication inexacte, je me rendrais passible de renvoi immédiat, au cas où je serais engagé.</i> Signature		

17. Have you applied for UNIDO employment before? If yes, when?

18. Are you now, or have you ever been, a permanent civil servant in your government's employ? Yes ☐ No ☐

If answer is "yes", when?

19. Salary, name of supervisor, and reason for leaving (see instruction 3)

(Confidential details pertaining to the first four entries listed under PROFESSIONAL EXPERIENCE on the second and third pages of PRAS/2)

Position as listed on PRAS/2	Annual salary: Gross and net (after taxes)		Allowances in addition to salary	Supervisor's name	Reason for leaving
	Starting	Final			
A.	gross				
	net				
B.	gross				
	net				
C.	gross				
	net				
D.	gross				
	net				

20. Have you any objections to our making inquiries of your present employer? Yes ☐ No ☐

21. References: (see instruction 4)

Full name	Full address	Telephone No.	Business or Occupation
		Office:	
		Home:	
		Office:	
		Home:	
		Office:	
		Home:	

22. Have you ever been arrested, indicted, or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of the law (excluding minor traffic violations)?

Yes ☐ No ☐ If "yes", give full particulars of each case in an attached statement.

I certify that the statements made by me in the forms PRAS 1, PRAS 2 and PRAS 3 are true, complete and correct to the best of my knowledge and belief. I understand that any material misrepresentation or omission made thereon or on any other document requested by or submitted to the United Nations Industrial Development Organization renders me liable to termination or dismissal.

Date

Signature



PERSONAL HISTORY STATEMENT (PROJECT PERSONNEL)

**CONFIDENTIAL ADMINISTRATIVE INFORMATION
FOR THE USE IN UNITED NATIONS HEADQUARTERS AND NOT FOR SUBMISSION TO GOVERNMENT**

1. FAMILY NAME		FIRST NAME		MIDDLE NAME		MAIDEN NAME, if any.	
----------------	--	------------	--	-------------	--	----------------------	--

2. DATE OF BIRTH		3. PLACE OF BIRTH		4. NATIONALITY AT BIRTH		5. PRESENT NATIONALITY	
------------------	--	-------------------	--	-------------------------	--	------------------------	--

5. SEX		6. a) HEIGHT		6. b) WEIGHT		7. MARITAL STATUS	
						SINGLE <input type="checkbox"/> MARRIED <input type="checkbox"/> SEPARATED <input type="checkbox"/> WIDOW(ER) <input type="checkbox"/> DIVORCED <input type="checkbox"/>	

8. PRESENT ADDRESS		9. PERMANENT ADDRESS		10. PRESENT TELEPHONE No.	
				Office:	
				Home:	

11. WHAT DO YOU CONSIDER AS YOUR SPECIALIZATION?

12. HAVE YOU ANY DEPENDANTS?

YES ☐ NO ☐ IF THE ANSWER IS "YES", PLEASE INDICATE HEREUNDER:

N A M E	Date of Birth	RELATIONSHIP	N A M E	Date of Birth	RELATIONSHIP

13. WOULD YOU ACCEPT EMPLOYMENT FOR:

LESS THAN SIX MONTHS? ☐ ONE YEAR? ☐ MORE THAN ONE YEAR? ☐

14. PLEASE STATE WHETHER YOU ARE A PERMANENT RESIDENT OF ANY COUNTRY OTHER THAN THAT OF YOUR NATIONALITY AND IF SO, WHICH ONE?

IF YOU HAVE TAKEN ANY LEGAL STEPS TOWARDS CHANGING YOUR PRESENT NATIONALITY, PLEASE EXPLAIN:

15. ARE ANY OF YOUR RELATIVES EMPLOYED BY THE UNITED NATIONS OR AFFILIATED INTERNATIONAL AGENCIES?

YES ☐ NO ☐ IF THE ANSWER IS "YES", PLEASE INDICATE HEREUNDER:

N A M E	RELATIONSHIP	NAME OF INTERNATIONAL ORGANIZATION

16. HAVE YOU PREVIOUSLY SUBMITTED AN APPLICATION FOR EMPLOYMENT WITH THE UNITED NATIONS OR ANY AFFILIATED AGENCY?

YES ☐ NO ☐ IF THE ANSWER IS "YES", PLEASE INDICATE WHEN AND WHERE:

17. SALARY, NAME OF SUPERVISOR, AND REASON FOR LEAVING (see Instruction 3)

(Confidential details pertaining to the first five entries listed under PROFESSIONAL EXPERIENCE on the second and third pages of TARS/2)

POSITION AS LISTED on TARS/2	ANNUAL SALARY GROSS and NET (after taxes)		ALLOWANCES in addition to salary	SUPERVISOR'S NAME	DATES	REASON FOR LEAVING
	Starting	Final				
A.	gross				From:	
	net				To:	
B.	gross				From:	
	net				To:	
C.	gross				From:	
	net				To:	
D.	gross				From:	
	net				To:	
E.	gross				From:	
	net				To:	

18. HAVE YOU ANY OBJECTIONS TO OUR MAKING INQUIRIES OF YOUR PRESENT EMPLOYER? YES ☐ NO ☐

19. REFERENCES: (see Instruction 4)

FULL NAME	FULL ADDRESS	TELEPHONE No.	BUSINESS or OCCUPATION
		Office:	
		Home:	
		Office:	
		Home:	
		Office:	
		Home:	

20. HAVE YOU EVER BEEN ARRESTED, INDICTED, OR SUMMONED INTO COURT AS A DEFENDANT IN A CRIMINAL PROCEEDING, OR CONVICTED, FINED OR IMPRISONED FOR THE VIOLATION OF ANY LAW (excluding minor traffic violations)? YES ☐ NO ☐

If "YES", give full particulars of each case in an attached statement.

I certify that the statements made by me are true, complete and correct to the best of my knowledge and belief. I understand that any material misrepresentation or omission made hereon or on any other document requested by the United Nations renders me liable to termination or dismissal.

DATE: _____

SIGNATURE: _____

FOR BANK GROUP USE ONLY

Consultant ID No.

THE WORLD BANK GROUP
CONSULTANT ROSTER

The purpose of the Consultant Roster is to update a computer database which can provide Bank Group managers with a short profile about you, your work and your professional background. These profiles remain active for THREE YEARS from registration date, or an individual's most recent assignment, whichever is later. Refer to the attached Code Tables as needed. Fill in one box per letter and leave spaces between words. Use commas, periods and standard abbreviations as needed. Print clearly.

1. Last Name

2. Courtesy Title (check one)

☐ Mr. ☐ Mrs. ☐ Miss ☐ Ms.

3. First Name and Initials

4. Title (e.g. Jr., Sr., III, etc.)

HOME ADDRESS AND OTHER PERSONAL INFORMATION

5. Street

6. City

7. State

8. Country (Table 1)

9. ZIP/Postal Code

10. Home Telephone (include area code)

11. Birthdate (mm/dd/yy)

12. Sex (M/F)

13. Nationality (Table 1)

14. U.S. Social Security No.

15. Marital Status (check one)

☐ Single

☐ Married

☐ Widowed

☐ Divorced

☐ Legally Separated

CONSULTING FIRM (if to be employed through a firm)

16. Name

17. Street

18. City

19. State

20. Country (Table 1)

21. ZIP/Postal Code

22. Business Telephone (include area code)

23. Fax No. (include area code)

24. Telex No.

31. Have you ever applied for employment with the World Bank Group before? ☐ Yes ☐ No

If Yes, in what year?

32. Have you ever been a Bank Group staff member? ☐ Yes ☐ No

If Yes, when? From (mm/yy) To (mm/yy)

33. Have you worked or have been assigned as a consultant for the Bank Group? ☐ Yes ☐ No

If Yes, in what year?

34. List Bank Group staff members who know you professionally, if any.

35. Current annual gross salary/earnings in U.S. dollars, US\$ _____

If earnings are in another currency, list U.S. dollar equivalent as well as the local currency.

Local currency amount _____ Name of currency _____

Exchange rate used _____

36. Do you have any relatives (by blood or marriage) who are or have been employed in any capacity, including consulting, by the Bank Group? (For Bank Group purposes, the term 'relatives' includes: grandparents, parents, spouse, siblings, children, grandchildren, aunts, cousins, nieces, nephews and all step, half and in-law relationships.)

☐ Yes ☐ No. If Yes, list them below.

Name

Relationship

- Do you know of any relatives who have either applied, or are planning to apply, for employment with the Bank Group?

☐ Yes ☐ No. If Yes, list them below.

37. May we send a copy of this form to other international organizations or member governments? ☐ Yes ☐ No

Please ensure that all questions have been answered in full before signing this form.

38. I, the undersigned, certify that the statements made by me herewith are complete and true to the best of my knowledge and belief. I understand that any willful misstatement may lead to disqualification or to dismissal, if employed.

Signature _____ Date _____

Return to: The World Bank Group
Staff and Consultant Appointment Unit, POPEB
1818 H Street, N.W.
Washington, DC 20433

PLEASE ATTACH A DETAILED RESUME IF NOT PREVIOUSLY SUBMITTED



World Food
Programme

PERSONAL HISTORY

Via Cristoforo Colombo, 426 - 00145 Rome - Italy
Telex: 626675 WFP - Fax: 57975652-5133537 - Telephone: (6) 57971

CANDIDATE TO

AFFIX PHOTOGRAPH HERE

Telephone Number

(D) Present Citizenship

INSTRUCTIONS: Please answer each question clearly and completely. Type or print in ink. Read carefully and follow all directions. If you need more space, attach additional pages of the same size. Be sure to sign and date the form.

1. Family Name First Name Middle Name Maiden Name

2. (A) Present Residence (Specify City, Province or State, and Country) (B) Length of Present Residence

3. Mailing Address

4. (A) Place of Birth

(B) Date of Birth (Day, Month, Year)

(C) Citizenship at Birth

5. Sex (tick)

☐ Male

☐ Female

6. Marital Status (tick)

☐ Single

☐ Married

☐ Widow(er)

☐ Divorced

☐ Separated

7. Have you any dependants?

☐ Yes

☐ No

If answer is "Yes" give following information:

Name

Date of Birth

Relationship

Name

Date of Birth

Relationship

8. Have you taken up legal residence status in any country other than that of your nationality?

☐ Yes

☐ No

If answer is "Yes", which country?

9. Have you taken any legal steps towards changing your present nationality?

☐ Yes

☐ No

If answer is "Yes", explain fully

10. Have you any near relatives who are employed by a public international organization?

☐ Yes ☐ No

If answer is "Yes" give following information:

Name

Relationship

International Organization

11. For what kind of work do you wish to be considered?

12. For secretarial / clerical grades only indicate speed in words per minute

English

French

Spanish

Other languages

Typing

Shorthand

13. LANGUAGES

READ

WRITE

SPEAK

(List mother tongue first)

Ex-
cellent

Good

Fair

Slight

Ex-
cellent

Good

Fair

Slight

Ex-
cellent

Good

Fair

Slight

List any special skills you possess and machines and equipment you can use:

14. Employment by the Organization may require assignment and travel to any area. Have you any disabilities or reservations which may restrict your activities in this respect? ☐ Yes ☐ No
If answer is "Yes", specify reasons:

15. Would you accept short-term employment? ☐ Yes ☐ No
If answer is "Yes", indicate: ☐ 1 to 3 months ☐ 3 to 6 months ☐ 6 to 12 months

16. May we refer this Personal History Form to another United Nations Agency, if appropriate? ☐ Yes ☐ No

17. Have you previously submitted an application for employment with an international organization? ☐ Yes ☐ No
If answer is "Yes", specify organization and date:

18. EDUCATION: Give full details, using the following space insofar as it is appropriate.
(A) University or equivalent

Name and Place	Years Attended		Degrees and Academic Distinctions	Main Subjects
	From	To		

(B) Schools or other formal education or training from age 14 (e.g., high school, technical school, or apprenticeship).

Name and Place	Type	Years Attended		Certificates, Diplomas Obtained
		From	To	

19. List professional societies, and activities in civic, public, or international affairs

20. List any significant publications you have written (do not attach).

21. EMPLOYMENT RECORD: Starting with your present or most recent post, list in reverse order every employment during the last ten years and any significant experience not included in that period which you believe will be helpful in evaluating your record. Use a separate block for each post. Use additional sheets of paper as required. Include service in the armed forces.

Dates		Salaries per annum (Excl. Allowances)		Exact title of your post
From	To (present)	Starting	Present	
Name of Supervisor		Allowance, etc.		Duty Station
Name of Employer		Total tax		Type of Business
Address of Employer		Net Salary		Number and kind of employees supervised by you
				Reason for leaving, if applicable
Description of your work:				

22. Have you any objections to our making inquiries of your present employer? ☐ Yes ☐ No

23. REFERENCES: List three persons not related to you who are familiar with your character and qualifications. Do not repeat names of supervisors listed under item 21.

Full name	Full Address (Telephone No. if known)	Business or Occupation

24. LEGAL CONVICTIONS (include all convictions other than those for minor violations of road traffic regulations)

Charge	Date	Where tried	Conviction

25. State any other relevant facts. Include information regarding any residence or prolonged travel abroad, giving dates, areas, purposes, etc. Also state any disabilities which might limit your field of work. Final appointment will be subject to a physical examination.

I certify that the statements made by me in answer to the foregoing questions are true, complete, and correct to the best of my knowledge and belief. I understand that any false statements or any required information withheld from this form may provide grounds for the withdrawal of any offer of appointment or dismissal if an appointment has been accepted.

Date:

Signature:

Your application for employment, if found useful to our Programme, will be retained on our roster for a maximum period of 24 months.

5.3 Period		Exact title of your post	Number and type of employees supervised by you, if any
From	To		
Name and address of employer		Name and title of supervisor	
Reason for leaving			
Description of your duties and responsibilities:			

6 Length of stay at present place of residence	In country	Marital status <input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/> Widow(er) <input type="checkbox"/> Separated
	In city	

7 Give names of spouse and any dependants:					
Name	Date of Birth	Relationship	Name	Date of Birth	Relationship
Give details of any near relatives who are employed by the United Nations or one of its Specialized Agencies.					
Name		Relationship	International Organization		

8 If you have ever been found guilty of the violation of any law (except minor traffic violations) give full particulars	
--	--

9 REFERENCES List three persons not related to you who are familiar with your character and qualifications. Do not repeat names of supervisors listed under "Employment record".		
Name	Full address (telephone No. if known)	Occupation, business, title

10 State any other relevant facts which might help to evaluate your application. List professional societies of which you are a member, and activities in civil, public or international affairs. Include information on residence or prolonged travel abroad (except as tourist) giving dates, areas, purpose, etc.	
If you are now holding or if you have held a fellowship, state place, date and duration of fellowship, and by whom awarded	



ATTACH LIST GIVING TITLES OF SIGNIFICANT PUBLICATIONS OR PAPERS IN YOUR PROFESSIONAL FIELD WHICH YOU HAVE WRITTEN, AND NAMES OF JOURNALS, ETC. IN WHICH THEY APPEARED. DO NOT ATTACH THE PUBLICATIONS THEMSELVES.

11 I certify that the statements made by me on this form are true, complete and correct. I understand that any false statement or required information withheld may provide grounds for the withdrawal of any offer of appointment or the cancellation of any contract of employment with the Organization.		
Date and place	Signature	Telephone
Home address (if different from address as given on page 1)		

AUSTRALIAN INTERNATIONAL DEVELOPMENT ASSISTANCE BUREAU

REGISTRATION OF CONSULTING SERVICES FORM

PART A : GENERAL INFORMATION

AIDAB Use Only

Regn No :
 Date Entered :
 Prev Regn Check:
 E/C :
 Ackn :

NAME OF ORGANISATION:

OR (If Individual Registration)

SURNAME:

OTHER NAMES:

MR MRS MISS MS DR PROF

Indicate which is appropriate

STREET ADDRESS:

(for delivery by Courier)

CITY/SUBURB:

STATE:

POSTCODE:

POSTAL ADDRESS:

(if different from above)

CITY/SUBURB:

STATE:

POSTCODE:

CONTACT PERSON:

STD AREA CODE:

PHONE NO:

FAX NO:

TELEX NO:

TYPE OF CONSULTANT: (Tick one of the boxes below)

1. Individual
2. Private Firm
3. Commonwealth Government
4. State Government
5. Statutory or Semi-Statutory Authority
6. Publicly Funded Body organised to Market Services Commercially
7. University
8. Other Post Secondary and Tertiary Institution
9. Other Non-Profit Organisation
10. New Zealand Government

PART A : GENERAL INFORMATION (CONTINUED)
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EQUAL EMPLOYMENT OPPORTUNITY GROUP:
(for Statistical Purposes)

Please tick the appropriate box(es) if this registration covers professional personnel:

- | | |
|--|--|
| 1. Who are of Aboriginal or Torres Strait Islander descent . . . | |
| 2. Whose first language is other than English | |
| 3. Who are disabled | |
| 4. Who are women | |

RELEASE OF REGISTRATION INFORMATION:

Should other Government or Multilateral international aid agencies request information on individuals/organisations with expertise such as yours, are you agreeable to the Bureau providing your registration details?

Yes	No

AS OF THIS DATE THE INFORMATION IN THIS FORM IS ACCURATE AND TRUE TO THE BEST OF MY KNOWLEDGE

(Name and position of
person signing)

(Signature)

(Date)

PART B : BACKGROUND DATA

Individual (Organisation Type 1)

i) Are you an Australian or New Zealand Citizen?

Yes	No
-----	----

If not, what is your nationality?

Are you a Permanent Resident of either
Australia or New Zealand?

Yes	No
-----	----

ii) Do you operate from

Your private residence?

Your business office?

Premises of employer?

Other (give details)?

iii) Would you prefer to be engaged by AIDAB as

an Aid Expert (temporary Public Service Employee)?

a Consultant (Contract for Services)?

D/1

PART D : OVERSEAS PROJECT EXPERIENCE

1	COUNTRY	FUNDING AGENCY	Year(s) 19../..	Role(A,D,I,E,R or T)*
EXPERTISE: (Use Code Numbers from Part C)				
2	COUNTRY	FUNDING AGENCY	Year(s) 19../..	Role(A,D,I,E,R or T)*
EXPERTISE: (Use Code Numbers from Part C)				

*A = Appraisal, Planning & Preliminary Studies; D = Design & Documentation
I = Implementation & Management; E = Evaluation; R = Research; T = Training

Following un-numbered page may be photocopied for additional entries.

DATA ON INDIVIDUAL CONSULTANTS (DICON) FORM
ASIAN DEVELOPMENT BANK
CONSULTING SERVICES DIVISION

P. O. Box 789
Manila, Philippines 2800

PHOTO
1X1

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Consultant Code No.
(To be assigned by ADB)

Date of Application

--	--	--	--	--	--

Day Mo. Year

1. Name _____

Last Name	First Name	Middle Name
-----------	------------	-------------

2. If permanently affiliated with any organization, state its name and address.

2a. Is your organization registered with ADB? ☐ Yes ☐ No

3. Contact Address

4. Cable Address/Telex No.: _____ Phone: (Office) _____
(Home) _____

5. Date of Birth

Day	Mo.	Year		

6. Country of Birth:

7. Sex: Male/Female

8. Marital Status:

9. Citizenship:	Country Code			
-----------------	--------------	--	--	--

10. Give the following information about persons dependent upon your financial support:

[illegible]

11. Consulting Category:

(a) ☐ Self Employed(b) ☐ Employee of firm/organization
but having the right of private practice(c) ☐ Partner/Principal of a Firm(d) ☐ Employee of firm/organization(e) ☐ Other (Specify)

12. Expertise Code/s: Select from the List of General Expertise Fields your primary and secondary code numbers and indicate them in the boxes; as well as the corresponding code names in the space provided for below the boxes.

Note: Each expertise code/s must be supported by example(s) of work experience.

For primary expertise codes, please provide examples, the duration of services rendered for which adds up to three (3) years. The format of "Sample Answer to Question 12" attached to the Note of Advice should be used in presenting your examples.

Primary Expertise	Length of Service	Secondary Expertise	Length of Service
(a) <table border="1" style="display: inline-table; width: 100px; height: 15px;"></table> (Code Name)	(Duration)	(a) <table border="1" style="display: inline-table; width: 100px; height: 15px;"></table> (Code Name)	(Duration)
(b) <table border="1" style="display: inline-table; width: 100px; height: 15px;"></table> (Code Name)	(Duration)	(b) <table border="1" style="display: inline-table; width: 100px; height: 15px;"></table> (Code Name)	(Duration)
(c) <table border="1" style="display: inline-table; width: 100px; height: 15px;"></table> (Code Name)	(Duration)	(c) <table border="1" style="display: inline-table; width: 100px; height: 15px;"></table> (Code Name)	(Duration)
(d) <table border="1" style="display: inline-table; width: 100px; height: 15px;"></table> (Code Name)	(Duration)	(d) <table border="1" style="display: inline-table; width: 100px; height: 15px;"></table> (Code Name)	(Duration)
(e) <table border="1" style="display: inline-table; width: 100px; height: 15px;"></table> (Code Name)	(Duration)	(e) <table border="1" style="display: inline-table; width: 100px; height: 15px;"></table> (Code Name)	(Duration)

13. Language: Enter appropriate number code as follows:

1 - Fair

2 - Good

3 - Excellent

Mother Tongue First	Read	Write	Speak

14. Geographical experience: (Indicate country code from attached list)

(a) (b) (c) (d) (e) (f)

(g) (h) (i) (j) (k) (l)

15. Education: (Degree, Subject, Year, University; most recent one first. Use abbreviations for degree.)

Degree	

16. Other training:

17. Professional societies:

18. Major publications: Please list only title, date, place, co-authors, if any. Do not attach sample.

19. Employment:

Starting with your present position, list in reversed order every employment you have had.
Use additional sheets of paper, if required.

A. Present Employment	Description of Your Duties
Dates of employment From: _____ To: Present _____	
Salaries per annum Starting _____ Present _____	
Name & address of employer	
Title of position	
Type of business	
Name of supervisor	
Reason(s) for leaving	

20. References:

List three persons, not related to you, who are familiar with your character and qualifications.
Do not repeat names of supervisor listed on item 19.

Name	Full Address	Profession

21. Please list relatives (by blood or marriage) who are employed in any capacity by the Asian Development Bank:

NameRelationship

22. ADB staff who know you professionally, if any:

23. Have you ever been an ADB staff member? Yes ☐ No ☐

If yes, when? DD MM YY to DD MM YY

DD	MM	YY	DD	MM	YY

24. May we send a copy of this form to other international organizations or to our member government?

☐

Yes

☐

No

PLEASE ENSURE THAT ALL QUESTIONS HAVE BEEN ANSWERED IN FULL BEFORE SIGNING THE
INDIVIDUAL CONSULTANTS REGISTRATION FORM.

25. I, the undersigned, certify that the statements made by me herewith are true, complete, and correct to the best of my knowledge and belief. I understand that any willful misstatement may lead to disqualification or to dismissal, if employed.

Signature: _____ Date: _____

152

1 x 1

Consultant No.

--	--	--	--	--	--

10. Married ☐

(Ref. Item 11)

1. Code/s:

- 2 Name of Project/Work:

- ### 3. Location

[illegible]

4. *Name & Address of Client:*

[illegible]

5. *Approximate Construction Cost:*
(If applicable)

[illegible]

- 6.
- Date Started:*

--	--	--	--	--	--

Day Month Year

- Date completed:

--	--	--	--	--	--

Day Month Year

- Duration:**

--	--	--	--	--	--

Day Month Year

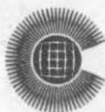
7. *Services Rendered:*

(State position held & nature of work done)

[illegible]

- 8.
- Name of Associated Firms, If Any:*

[illegible]



COMMONWEALTH SECRETARIAT
Marlborough House, Pall Mall, London SW1Y 5HX

PERSONAL HISTORY FORM

For Office Use
Received
Reference No.

Please TYPE or WRITE USING CAPITAL LETTERS & BLACK PEN

1. TITLE (Mr/Mrs/Miss/Ms/Dr/Professor, etc)

2. SURNAME

3. OTHER NAME(S)

4. ADDRESS FOR MAILING PURPOSES

_____ POSTCODE _____

HOME

OFFICE

TELEPHONE _____

FAX _____

TELEX/CABLE _____

5. NATIONALITY(IES) _____

PREVIOUS
(if different) _____

6. DATE OF BIRTH _____
D D M M Y Y

7. SEX M / F

8. CIVIL STATUS (Please indicate)

MARRIED SINGLE OTHER

PASSPORT

SIZE

PHOTOGRAPH

9.	<p>EDUCATIONAL QUALIFICATIONS (Secondary/Tertiary Education)</p> <p><u>INSTITUTION</u> <u>DATE</u> <u>QUALIFICATION/SUBJECT(S)</u></p> <p>A copy of Degree Certificate(s)/Diploma(s) should be attached. Originals will need to be produced if you are shortlisted.</p>	157
10.	<p>ADDITIONAL TRAINING/SHORT COURSE ATTENDANCE (List in order of importance related to the Job Skill Codes you have indicated)</p>	
11.	<p>MEMBERSHIP OF PROFESSIONAL ASSOCIATIONS (List up to 5 associations in order of importance related to the Job Skill Codes you have indicated, <u>TOGETHER WITH</u> evidence of the current status of your Membership)</p>	
12.	<p>MAIN LANGUAGE</p> <p>OTHER LANGUAGES SPOKEN WRITTEN UNDERSTOOD</p> <p>Please indicate degree of proficiency</p>	
13.	<p>JOB SKILL CODES</p> <p><u>MAIN FIELD</u> <u>SUB-FIELD</u> <u>SPECIALISATION</u></p> <p>1. / / </p>	
14.	<p>KEY WORDS</p> <p>1. </p>	
15.	<p>EXPERIENCE & EMPLOYMENT RECORD (List the last three posts you have held, beginning with your most recent employer)</p> <p>(a) NAME OF PRESENT/LAST EMPLOYER</p> <p>ADDRESS</p> <p>Please circle sector: PUBLIC PRIVATE ACADEMIC VOLUNTARY/NGO OTHER</p> <p>NATURE OF BUSINESS</p> <p>DURATION OF EMPLOYMENT FROM TO</p> <p>PRESENT/FINAL SALARY PER ANNUM</p> <p>OTHER BENEFITS (if any)</p> <p>POST HELD DUTY STATION</p> <p><u>RESPONSIBILITIES</u></p>	

24.	CONTRACT DURATION	
	WOULD YOU ACCEPT EMPLOYMENT FOR	
	- UP TO 6 MONTHS?	YES / NO
	- UP TO 1 YEAR?	YES / NO
	- MORE THAN 1 YEAR?	YES / NO
25.	PREFERRED LOCATION (Please indicate)	
	FIELD ASSIGNMENT: YES / NO	LONDON POSTING: YES / NO
26.	PLEASE NAME ANY COMMONWEALTH COUNTRIES IN WHICH YOU WOULD NOT WISH TO SERVE, AND GIVE REASON	
27.	NEXT OF KIN	RELATIONSHIP
28.	DO YOU HAVE ANY RELATIVE(S) CURRENTLY EMPLOYED BY THE COMMONWEALTH SECRETARIAT? YES / NO IF YES, PLEASE GIVE NAME(S) AND RELATIONSHIP(S)	
29.	YOUR PERMANENT ADDRESS (if different from mailing address, Page 1)	
30.	DO YOU AUTHORISE THE COMMONWEALTH SECRETARIAT TO FORWARD A COPY OF THIS FORM TO OTHER ORGANISATIONS? YES / NO	
31.	<p>SUPPLEMENTARY INFORMATION</p> <p>If necessary, please use this space to expand on any aspect of your qualifications, experience and general skills which you may wish to be taken into consideration in relation to your application.</p> <p>I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any false statements or the withholding of any relevant information may provide ground for withdrawal of any offer of appointment or for its immediate cancellation if an appointment has been accepted.</p> <p>SIGNED DATE</p> <p>PLEASE RETURN THIS COMPLETED FORM TO:</p> <p>CHIEF PERSONNEL OFFICER COMMONWEALTH SECRETARIAT MARLBOROUGH HOUSE PALL MALL LONDON SW1Y 5HX</p> <p>Telephone: 071-839 3411 Fax: 071-930 0827 Telex: 27678 COMSECGEN Cable: COMSECGEN</p>	

16.	SUMMARY OF PREVIOUS EXPERIENCE i.e. employment prior to (a)-(c) above				
	COUNTRY	EMPLOYER	POST HELD	DURATION	
17.	HAVE YOU ANY OBJECTION TO OUR MAKING ENQUIRIES OF YOUR PRESENT OR PREVIOUS EMPLOYER(S) WITHOUT FURTHER REFERENCE TO YOU? YES / NO				
18.	COMPUTING/WORD PROCESSING EXPERIENCE				
	DATES	MACHINE & OPERATING SYSTEM	LANGUAGES	PACKAGES	APPLICATIONS, RESPONSIBILITIES AND TIME ON EACH
19.	MAJOR PUBLICATIONS (List up to 10 in order of priority related to the Job Skill Codes you have indicated, together with date of publication)				
	Please DO NOT SEND COPIES of your publications				
20.	DEPENDENTS (Spouse, and children under 21 years of age)				
	NAME	DATE OF BIRTH		RELATIONSHIP	
21.	REFEREES: (Three references are required from people not related to you. One should be your present or a recent employer)				
	(a) NAME		OCCUPATION		
	ADDRESS				
	TELEPHONE		FAX		
22.	PLEASE INDICATE ANY MAJOR ILLNESS OR OPERATIONS YOU HAVE HAD IN THE LAST 10 YEARS				
	DO YOU, OR ANY DEPENDENTS WHO MAY RESIDE WITH YOU, HAVE ANY MEDICAL CONDITIONS OR PHYSICAL DISABILITY WHICH MIGHT AFFECT YOUR WORK, TRAVEL BY AIR, OR RESIDENCE IN ANOTHER COUNTRY? YES / NO				
	IF YES, PLEASE GIVE DETAILS				
23.	HAVE YOU EVER BEEN CONVICTED OF ANY OFFENCE (excluding minor traffic violations), DISCHARGED OR FORCED TO RESIGN FROM ANY POSITION? YES / NO				
	IF YES, PLEASE GIVE DETAILS				

DANIDA EXTERNAL RESOURCE SEARCH SYSTEM

Questionnaire

2. Do you consent to the information given in this questionnaire being passed on to other international aid organizations on request:

Yes: X No:

3. Surname: _____
Other names: _____
Year of birth: _____
Sex (Male/Female): _____
Nationality: _____

5. Contact Address:

Private/work (P/W)

Street/number: _____

City: _____

Zip code: _____

Country: _____

Phone: _____

Telex: _____

Telefax: _____

6. Education (full title in original language):

Graduation year:

7. Education:

Please indicate your education within the following fields

- Mathematics
- Mechanical engineering
- Medical doctor
- Midwifery
- Nursing
- Other medical education
- Other technical education
- Pedagogical studies
- Phsycology
- Physics
- Public media related education
- Theology
- Sociology/Anthropology
- Veterinary medicine

Language skills:

Mother tongue: _____

	Reading			Writing			Speaking		
	Good	Fair	Poor	Good	Fair	Poor	Good	Fair	Poor
English:	_____	_____	_____	_____	_____	_____	_____	_____	_____
French:	_____	_____	_____	_____	_____	_____	_____	_____	_____
German:	_____	_____	_____	_____	_____	_____	_____	_____	_____
Spanish:	_____	_____	_____	_____	_____	_____	_____	_____	_____
Portuguese:	_____	_____	_____	_____	_____	_____	_____	_____	_____
Swahili:	_____	_____	_____	_____	_____	_____	_____	_____	_____
Bengali:	_____	_____	_____	_____	_____	_____	_____	_____	_____
Other languages:	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____

Working experience/ Sectors

Please indicate your working experience within the following sectors (MAX. 5):

10. Fields of Work/Specialization

Please state your specialization within the following fields of work (MAX.10):

Before filling in point 10 please note the last category: common aspects.

11. Geographical experience

Please state your geographical experience within the following regions (MAX. 10):

12 The Project Cycle

Please indicate the fields in which you have most experience (MAX. 3):

DIRECTORATES-GENERAL



COMMISSION
OF THE
EUROPEAN COMMUNITIES

DIRECTORATE GENERAL
PERSONNEL AND ADMINISTRATION

Recruitment Unit

- DG I — External Relations
- DG II — Economic and Financial Affairs
- DG III — Internal Market and Industrial Affairs
- DG IV — Competition
- DG V — Employment, Industrial Relations and Social Affairs
- DG VI — Agriculture
- DG VII — Transport
- DG VIII — Development
- DG IX — Personnel and Administration
- DG X — Information, Communication and Culture
- DG XI — Environment, Nuclear Safety and Civil Protection
- DG XII — Science, Research and Development
 - Joint Research Centre
- DG XIII — Telecommunications, Information Industries and Innovation
- DG XIV — Fisheries
- DG XV — Financial Institutions and Company Law
- DG XVI — Regional Policy
- DG XVII — Energy
- DG XVIII — Credit and Investments
- DG XIX — Budgets
- DG XX — Financial Control
- DG XXI — Customs Union and Indirect Taxation
- DG XXII — Coordination of Structural Policies
- DG XXIII — Enterprise Policy, Distributive Trades, Tourism and Cooperatives

 <p>Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH Dag-Hammarskjöld-Weg 1-2 D-6236 Eschborn</p>	<p align="center">Questionnaire for external experts Questionnaire à l'attention des consultants externes Cuestionario para expertos externos Questionário para peritos externos</p> <p align="center">(Please return to the "Auftrags- und Unterauftragsverwaltung" section) (A retourner à la section "Auftrags- und Unterauftragsverwaltung") (Se ruega devolver a la sección "Auftrags- und Unterauftragsverwaltung") (Favor enviar ao grupo "Auftrags- und Unterauftragsverwaltung")</p>
Surname/Nom/Apelido/Nome:	
Academic title(s)/Titre/Título/Título:	
First names (please underline name by which you are usually known)/Prénoms (veuillez souligner le prénom usuel)/Nombre/Prenomes (sublinhar o primeiro nome):	
Date of birth/Né(e) le/Fecha de nacimiento/Data de Nascimento:	
Nationality/Nationalité/Nacionalidad/Nacionalidade:	
Profession/Profession/Profesión/Profissão aprendida:	
Current occupation/Activité exercée actuellement/Actividad que ejerce actualmente/Atividade exercida atualmente:	
<input type="checkbox"/> employed by/Employé(e) chez/empleado en/empleado em: <input type="checkbox"/> self-employed/Indépendant(e)/Independiente/ profissão autónoma:	
Proprietor, joint proprietor of a consulting firm/Propriétaire, associé(e) d'une société d'études et de conseil/Proprietario, socio copropietario de una empresa consultora/ Proprietário/sócio de uma empresa de consultoria <input type="checkbox"/> yes/oui/si/sim <input type="checkbox"/> no/non/não Name and legal domicile of firm/Raison sociale et siège de la société/Nombre y domicilio de la empresa/Nome, sede da empresa:	
Permanent address/Adresse permanente/Dirección permanente/Endereço permanente	
Addressee/Destinataire/Destinatario/Destinatário:	
Street, P.O. Box/Rue, B.P./Calle y N°, Casilla postal/Rua, Caixa Postal:	
Postcode, town or city/Code postal, Localité/Código postal, ciudad o población/CEP, Localidade:	
Country/Pays/Pais/País:	
home/Privé/particular/privado <input type="checkbox"/> office/Bureau/en el lugar de trabajo/serviço	
Phone/Téléphone/Teléfono/Fone:	
Fax/Télécopieur/Telefax/Fax:	
Telex/Télex/Télex/Telex:	
Contractual address/Adresse contractuelle/Dirección en el contrato/Endereço do escritório	
Addressee/Destinataire/Destinatario/Destinatário:	
Street, P.O. Box/Rue, B.P./Calle y N°, Casilla postal/Rua, Caixa Postal:	
Postcode, town or city/Code postal, Localité/Código postal, Ciudad o población/CEP, Localidade:	
Country/Pays/Pais/País:	
Phone/Téléphone/Teléfono/Fone:	
Fax/Télécopieur/Telefax/Fax:	
Telex/Télex/Télex/Telex:	

Professional training, university education/Formation professionnelle, Etudes universitaires / Formación profesional, Estudios universitarios/Formação profissional/universitária						
from de de de	to à até	Name of firm/educational institution Désignation de l'entreprise/établissement de formation Nombre de la empresa/centro de enseñanza Designação da firma/estabelecimento de ensino	Qualification obtained Diplôme Título Certificados de conclusão	Subject Discipline/Specialité Profissão/carrera Especialidade		

Professional experience to date/Expérience professionnelle à ce jour/Experiencia profesional/Experiência profissional até à data
(Working backwards, 1 = current employment). Unless you are just beginning your career, please include only periods of employment of 1 year or more.
Commencer avec 1 = activité exercée actuellement. Sauf pour les débutants, dans la vie professionnelle n'indiquer que les activités qui ont été exercées pendant 1 an ou plus.
Indicar en 1 la actividad desempeñada actualmente (cronología inversa). Indicar sólo actividades desempeñadas durante 1 año como mínimo.
Acomeçar com 1 = atividade atual. Salvo para os candidatos com primeiro emprego, indicar apenas as atividades exercidas durante cerca de 1 ano ou mais.

No. N° d'ordre N° corr. N° de ordem	from M/Y de mois/ année desde mes/año de mês/ano	to M/Y à mois/ année hasta mes/año até mês/ano	LD-Schl. (for official use only) Code LD (ne pas remplir) clave LD (no rellenar) Código-LD (não preencher)	Country Pays País	Employer Employeur Emplesador Empregador/entidade patronal	Post Fonction Función Cargo exercido	Nature of responsibilities Principaux domaines d'activités Áreas principales de actividad Principais atribuições do cargo
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							
13.							
15.							
16.							

MINISTRY OF EXTERNAL RELATIONS AND TRADE

Development Cooperation Division

Consultant Registration Form

PART A DESCRIPTION OF CONSULTANT

Date:

--	--	--

Name of firm / individual (full name)		Firm acronym (if any)												
Address		Year firm established												
		Phone												
City	State	(area code)												
P O Box	Country	Fax												
Contact name		Gender (M/F)												
Former name of firm		Acronym												
		Year estab.												
Sectors in which firm has provided services (please tick boxes)														
(See Annex A attached).														
AG	BU	CO	ED	EG	EV	HE	IN	PO	TE	TO	TR	UD	WS	MS

Type of Consultant (please tick box)

Individual	I	
Firm	F	
Government Dept.	G	
SOE	S	
Local Body	L	
Academic Inst.	A	
NGO	N	
Other (specify)	O	

For Individual Consultants (please tick box)

i Full time	F	
ii Employee of:		
Academic Institute	A	
Government Dept.	G	
Private Firm	P	
Other (specify)	O	

Nationality

--

ISLAMIC DEVELOPMENT BANK
OPERATIONS AND PROJECTS DEPARTMENT

**QUESTIONNAIRE FOR
 INDIVIDUAL CONSULTANTS**

photo.

Please answer each question completely. Type or print in ink. If certain items require more space, repeat their item numbers and continue in plain paper. Please enclose photo

1. Family Name	First Name	Middle Name
----------------	------------	-------------

2. Mailing Address	Telephone :
--------------------	-------------

3. Permanent Address

4. Place of Birth	Date of Birth	Sex	Religion	Marital Status
-------------------	---------------	-----	----------	----------------

5. A. Citizenship at Birth

B. Citizenship Now

If A and B are different, attach explanation

6. In what countries would you accept employment (in IDB member countries)

7. If available upon a limited period basis, check the appropriate approximate terms :

☐ Two Weeks

☐ Two months

☐ Six months

☐ One year

☐ One month

☐ Four months

☐ Eight months

☐ 1½ years

8. How much notice would you require before reporting to work?

9. Would you be willing to accept an assignment involving a great deal of travelling?

10. Present state of health.

(Note : Employment with the IDB is dependent upon confirmation of your medical fitness by the Bank Medical Advisors).

Date of last full medical examination Have you ever had (A) Heart trouble? (B) Tuberculosis?

11. If affiliated with any organization, state its name and address :

12. If affiliated as in No. 11 above, state nature of such affiliation :

13. Consulting Category :

☐

13.1 Self employed, full time individual consultant with your own practice.

☐

13.2 Partner or Principal of a consulting firm which firm is willing to make your services available to the Bank as an individual expert.

☐

13.3 Employee of firm or organization, but having the right of private practice as an individual consultant.

☐

13.4 Employee of a firm or organization which firm or organization is willing to make your services available to the Bank as an individual expert.

☐

13.5 Other (specify)

(Note : If you wish to give further description of or to qualify your answers to question Nos. 12 and 13, please do so on an attached page).

14. Principal Field of Interest :

☐

Engineering

☐

Agriculture

☐

Architecture

☐

Economics

☐

Management

☐

Others (specify)

15. In your capacity as consultant, or expert, how do you describe yourself and your specific field?

16. Activities for which you are qualified by experience : From the attached schedule, select these activities in which you have a particular interest and for which you consider yourself especially qualified in the area where the IDB is operating. List these by numbers in descending order of priority:
(Refer to attached list)

17. Examples of Experience :

A. Provide, on additional pages, examples of experience against each number named above. Examples should be sufficiently comprehensive to reflect your experience and should include the following details :

- | | |
|--|--------------------------------------|
| 1. Number | 5. Approximate construction cost |
| 2. Name and brief description of project | 6. Date of completion |
| 3. Location | 7. Services rendered |
| 4. Name and address of owner | 8. Name of associated firms, if any. |

B. Provide, on an additional page, information relative to item-A about any recent project in IDB member countries for which you have been responsible, if none, state :

C. Designate those countries in which you have been working.

18. Education

A. College or University

Name and place	Years attended		Degree	Main course of study
	From	To		

B. Other formal education and/or training :

Name and place	Years attended		Degree	Main course of study
	From	To		

19. List of professional societies to which you belong and your activities in public and/or international affairs.

20. List of publications made, include published date and place of publication.

Languages	Read			Write			Speak		
	Excellent	Good	Fair	Excellent	Good	Fair	Excellent	Good	Fair
21. Mother Tongue First									

22. Employment Records :

Starting with your present position, list in reversed order every employment you have had. Use additional sheets of paper, if required.

A. Present Employment	Description of your duties
Dates of Employment From to : Present	
Salaries per annum Starting Present	
Name and address of Employer	
Title of position	
Type of business	
Name of Supervisor	
Reason(s) for leaving :	

23. REFERENCES :

List three persons, not related to you, who are familiar with your character and qualifications. Do not repeat names of supervisors listed on item 22.

Name	Full Address	Profession

24. State briefly any special qualification not covered earlier in this form :

25. I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief.

Date

Signature



The OPEC Fund for International Development

Registration Form for Consultants

1. Name of Firm: _____

2. Address of Firm: _____

a) Acronym: _____ b) Year established: _____

c) Cable Address: _____ d) Telephone: _____

e) Telex: _____

3. Officer(s) or Partner(s) to be contacted [full name(s) and

title(s)]: _____

4. Type of Organization:

Partnership Firm	Private Company	Public Corporation	Government Assisted Firm	State Enterprise	Other (please specify)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Memberships in Consulting Associations (Indicate Name and Registration Number): _____

Date: _____

Signature: _____

(Name and title of person signing)

The OPEC Fund for International Development

Sectors in which firm specializes:

(Please specify area)

- a) Agriculture and Rural Development/Agro-Industry: _____
- b) Construction Industry: _____
- c) Education: _____
- d) Energy: _____
- e) Environment: _____
- f) Health: _____
- g) Industry: _____
- h) Population: _____
- i) Telecommunications: _____
- j) Tourism: _____
- k) Transportation: _____
- l) Urban Development: _____
- m) Water Supply and Sanitation: _____
- n) Other (please specify): _____

USAID
 CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET
 (modified)

- | | |
|-------------------------------|--|
| 1. Name (Last, First, Middle) | 8. Duration of Assignment |
| 2. Contractor's Name | 9. Telephone No. (include area code) |
| 3. Address (include ZIP code) | 10. Marital Status (Married, Single, Other-specify) |
| 4. Contract No. | 11. Names and Ages of Dependents to Accompany Individual (if applicable) |
| 5. Position Under Contract | 12. Date of Birth |
| 6. Proposed Salary | 13. Place of Birth |
| 7. Country of Assignment | 14. Citizenship (if non-US citizen give visa status) |

15. EDUCATION (include all secondary, business, college or university training)
 NAME AND LOCATION OF INSTITUTION & MAJOR SUBJECTS (Credits, Type & Date of Degree)

16. EMPLOYMENT HISTORY

(1. Give Last Three(3) Years; 2. Salary Definition-Basic Period Payments for Services Rendered Excluding Bonuses, Profit Sharing Arrangements, Commissions, Consultant Fees, Extra or Overtime Payments, Overseas Differential etc.)

POSITION TITLE EMPLOYER'S NAME AND ADDRESS DATES & SALARY

17. SPECIFIC CONSULTANT SERVICES (Give Last Three(3) Years)

SERVICE PERFORMED EMPLOYER'S NAME AND ADDRESS DATES & DAILY RATE

18. LANGUAGE PROFICIENCY

LANGUAGE (Speaking, Reading, Writing, Understanding-each ranked as Fair, Good or Excellent)

19. Special Qualifications (honors, professional societies, special licences, publications, research, special skills and relevant education not previously mentioned)

20. CERTIFICATION (To the best of my knowledge, the above facts as stated are true and correct)

Signature

Date

Personal Qualifications Statement

Personal Qualifications
Read instructions before completing form

Form Approved:
OMB No. 3206-0012

1. Kind of position (job) you are filling for (or title and number of announcement)				DO NOT WRITE IN THIS BLOCK FOR USE OF EXAMINING OFFICE ONLY				ANNOUNCEMENT NO. STATEMENT NO.																																																																																																																																																																																																																																																																																																													
2. Options for which you wish to be considered (if listed in the announcement)				Material Submitted Returned		Entered register		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 15%;">Option</th> <th style="width: 10%;">Grade</th> <th style="width: 15%;">Earned Rating</th> <th style="width: 15%;">Preference</th> <th style="width: 10%;">Aug Rating</th> </tr> <tr> <td></td> <td></td> <td></td> <td><input type="checkbox"/> 5 Points (Test)</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td><input type="checkbox"/> 10 Pts. 30% or More Comp. Dis.</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td><input type="checkbox"/> 10 Pts. Less Than 30% Comp. Dis.</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td><input type="checkbox"/> Other 10 Points</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td><input type="checkbox"/> Disallowed</td> <td></td> </tr> <tr> <td colspan="2" style="padding: 5px;">3. 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ITEM 20. Active Military Service and Veteran Preference

- Five-point veteran preference is granted to veterans who receive an honorable or general discharge from the armed forces:

- Use separate blocks if your duties, responsibilities, or salary have changed materially while working for the same employer. Treat each such change as a separate position.

PLEASE READ ADDITIONAL INSTRUCTIONS ON BACK OF THIS SHEET

21. Experience. Begin with current or most recent job or volunteer experience and work back. Account for periods of unemployment exceeding three months and your residence address at that time on the last line of the experience blocks in order of occurrence.				
May inquiry be made of your present employer regarding your character, qualifications, and record of employment? (a. NO will not affect your consideration for employment opportunities except for Administrative Law Judge positions.)				
<input type="checkbox"/> YES <input type="checkbox"/> NO				
A Name and address of employer's organization (include ZIP code, if known)				
Dates employed (give month and year): From _____ To _____		Average number of hours per week		
Salary or earnings: Beginning \$ _____ per _____ Ending \$ _____ per _____		Place of employment: City _____ State _____		
Exact title of your position	Name of immediate supervisor	Area Code _____ Telephone number _____	Number and kind of employees you supervised	
Kind of business or organization (manufacturing, accounting, social services, etc.)		If Federal service, civilian or military series, grade or rank, and date of last promotion		Your reason for wanting to leave
Description of work (describe your specific duties, responsibilities and accomplishments in this job)				
For agency use (skill codes, etc.)				
B Name and address of employer's organization (include ZIP code, if known)				
Dates employed (give month and year): From _____ To _____		Average number of hours per week		
Salary or earnings: Beginning \$ _____ per _____ Ending \$ _____ per _____		Place of employment: City _____ State _____		
Exact title of your position	Name of immediate supervisor	Area Code _____ Telephone number _____	Number and kind of employees you supervised	
Kind of business or organization (manufacturing, accounting, social services, etc.)		If Federal service, civilian or military series, grade or rank, and date of last promotion		Your reason for leaving
Description of work (describe your specific duties, responsibilities and accomplishments in this job)				
For agency use (skill codes, etc.)				
C Name and address of employer's organization (include ZIP code, if known)				
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Description of work (describe your specific duties, responsibilities and accomplishments in this job)				
For agency use (skill codes, etc.)				

Attach Supplemental Sheets or Forms Here

22. A. Special qualifications, and skills (skills with machines, patents or inventions, your most important publications [do not submit copies unless requested], your public speaking and publications experience, membership in professional or scientific societies, etc.)																																																																					
B. Kind of license or certificate (pilot, registered nurse, lawyer, radio operator, CRA, etc.)				C. Latest license or certificate Year _____ State or other licensing authority _____			D. Approximate number of words per minute Typing _____ Shorthand _____																																																														
23. A. Did you graduate from high school or will you graduate within the next nine months, or do you have a GED high school equivalency certificate?				B. Name and location (city and State) of latest high school attended																																																																	
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G. Other schools or training (for example, trade, vocational, Armed Forces or business): Give for each the name and location (city, State and ZIP Code, if known) of school, dates attended, subjects studied, number of classroom hours of instruction per week, certificate, and any other pertinent data.																																																																					
24. Honors, awards, and fellowships received																																																																					
25. Languages other than English: List the languages other than English in which you are proficient and indicate your level of proficiency by putting a check mark (✓) in the appropriate column. Candidates for positions requiring conversational ability in a language other than English may be given an interview conducted solely in that language. Describe in item 34 how you gained your language skills and the amount of experience you have had (e.g., completed 72 hours of classroom training, spoke language at home for 18 years, self-taught, etc.).																																																																					
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26. References: List three persons who are NOT related to you and who have definite knowledge of your qualifications and fitness for the position for which you are applying. Do not repeat names of supervisors listed under Item 21. Experience.																																																																					
Full Name			Present Business or Home Address (Number, Street, City, State and ZIP Code)			Telephone Number (include Area Code)		Business or Occupation																																																													

BANQUE OUEST AFRICAINE DE DEVELOPPEMENT

(B.O.A.D.)

B.P. 1172 LOME (TOGO)

TEL. 21.42.44/21.59.06/21.01.03

DEMANDE D'AGREMENT DE BUREAU D'ETUDE		DATE																
NOM		SIGLE																
		DATE CREATION																
ADRESSE		N° TELEFAX																
RUE	VILLE	N° TELEPHONE																
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PERSONNE (S) A CONTACTER																		
TYPE DE SOCIETE		NATIONALITE																
PAYS D'IMPLANTATION																		
DOMAINE (S) D'ACTIVITES																		
(CLE DU CODE EN ANNEXE 1)	100	101	102	103	104	105	106	107	108	109	110	111	200	201	202	203	204	205
	206	207	208	300	301	302	400	401	402	403	504	405	406	407	408	409	500	501
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n.b. : Spécifier le domaine principal (utiliser les codes)																		
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PRINCIPALES REFERENCES

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EN AFRIQUE DE L'OUEST

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ASSOCIATIONS NATIONALES/INTERNATIONALES DONT LA SOCIETE EST MEMBRE

ORGANISMES OU LA SOCIETE EST AGREEE

SIGLES

REFERENCES BANCAIRES

Volume annuel d'honoraires (5 dernières années) en \$ E.U.

	Société principale de conseil	En association et en participation	TOTAL
19	\$		
19	\$		
19	\$		
19	\$		
19	\$		

Projets types auxquels votre société a travaillé ces cinq dernières années (vous pouvez utiliser autant de feuilles que vous le désirez pour présenter tous les projets. Ces feuilles doivent inclure au moins un projet dans chacun des domaines de spécialisation cochés à la page 1.

Nom de l'ensemble du projet.....

Lieu d'implantation du projet.....

Catégorie d'importance du contrat (cf. point précédent).....

Nom et adresse du maître d'ouvrage

Année où les prestations ont été achevées (indiquer s'il s'agit d'une estimation ou d'une date réelle).....

Entreprises associées.....

Description du Projet

(La société peut utiliser autant de pages qu'elle le juge nécessaire)

Description des prestations fournies par la société

Donner la liste de tous les domaines d'expérience (en utilisant l'annexe 1) pour les aspects associés à l'ensemble du projet.

Donner la liste de tous les types de prestations (en utilisant le code de l'annexe 1) pour les aspects associés à l'ensemble du projet.

INDEX

AAIDA, 68
 ACADEMICS, 3
 ACCOMMODATION AND SUBSISTENCE, 21
 ACCREDITATION, 68
 ADMINISTRATION SECTIONS, 41
 AFDB, 64, 90
 AGE LIMITS, 6
 AID FUNDS, 10
 AIDAB, 65, 145
 APPRAISAL, 46
 ASDB, 66, 148
 ASSESSMENT OF REGISTRATIONS, 66
 AUSTRALIA, 60
 BADEA, 68
 BAGGAGE, 21
 BASIS OF PAYMENT, 19
 BORROWING GOVERNMENTS, 24
 BROCHURES, 72
 BUSINESS CARDS, 73
 CANADA, 60
 CDB, 64, 94
 CODES OF PROFESSIONAL BEHAVIOUR, 3
 COMMONWEALTH SECRETARIAT, 66, 156
 COMMUNICATION SKILLS, 73
 CONSULTANT CHARACTERISTICS, 6
 CONSULTANT'S WORLDVIEW, 55
 CONSULTING FIRMS, 3, 22, 34, 70
 CONTACTS, 85
 CONTINUING EDUCATION, 11
 CROSS CULTURAL COMMUNICATION, 75
 CULTURAL SENSITIVITY, 6, 87
 CULTURE SHOCK, 15
 DANIDA, 66, 160
 DATABASE, 68
 DEVELOPING COUNTRIES, 8
 DEVELOPING COUNTRY CONSULTANTS, 28, 69
 DEVELOPMENT ASSISTANCE COMMITTEE, 40
 DICON REGISTRATION, 68
 DISCIPLINES, 5
 DONOR GOVERNMENTS, 10
 EADB, 68
 ECONOMIC ANALYSIS, 51
 EDUCATION AND TRAINING, 33, 41
 EEC, 66, 162
 EIB, 68
 ENVIRONMENTAL ANALYSIS, 51
 ETHICS, 3
 EVALUATION, 85, 44, 46
 EXPERIENCE AND KNOWLEDGE, 9
 FAMILY, 6, 13
 FAO, 64, 99
 FEES, 19, 22
 FINANCIAL ANALYSIS, 51
 FORMAL EDUCATION, 11
 FRANCE, 60
 FUNDING AGENCY, 62
 GENDER IMBALANCE, 8
 GERMANY 60

GOVERNMENT DEPARTMENTS, 4, 34
 GRADUATE FELLOWSHIP SCHEMES, 32
 GTZ, 66, 163
 HEALTH, 14
 IBRD/IDA, 137
 ICAO, 64, 103
 IDB, 64, 107
 IDENTIFICATION, 46
 IFAD, 64, 110
 IFI OPERATIONS, 41
 IFI LANGUAGE, 60
 IFI ORIGINS, 57
 IFI STRUCTURES, 41
 ILO, 64, 113
 IMPLEMENTATION, 46
 INCOME PROTECTION, 15
 INDIVIDUAL CONSULTANCIES, 10
 INDIVIDUAL CONSULTANT, 1
 INDUSTRY CONSULTING, 9
 INITIAL ENTRY POINT, 34
 INITIATIVE, 87
 INSTITUTIONAL ANALYSIS, 51
 INSURANCE, 14
 INTERNATIONAL CONSULTANCY MARKET, 56
 INTERNATIONAL FINANCE INSTITUTIONS (IFIS), 39
 INTERNATIONAL MONETARY FUND, 40
 ISDB, 68, 168
 ITALY, 60
 ITU, 64, 116
 JAPAN, 60
 JICA, 66
 JOINT RESEARCH ACTIVITIES, 33
 JUNIOR PROFESSIONAL OFFICERS, 31
 KFW, 67
 LANGUAGE, 6
 LOAN APPROVALS, 53
 MANAGEMENT OF THE EVALUATION PROCESS, 87
 MANUFACTURERS, 5
 MARKET KNOWLEDGE, 70
 MARRIAGE FAILURE, 13
 MARSHALL PLAN, 39
 MEKONG SECRETARIAT, 69
 MULTI-LATERAL AND BI-LATERAL, 65
 MULTIPLIERS, 23
 NEGOTIATION, 20, 46
 NETHERLANDS, 60
 NEW ENTRANTS, 31
 NON-GOVERNMENT ORGANISATIONS, 4
 NON-MONETARY REWARDS, 18
 NON-UNITED NATIONS AGENCIES, 65
 NZAID, 67, 166
 OECF, 67
 OPEC, 68, 173
 OUTPUT ORIENTATION, 88

OVERHEAD COSTS, 20
 PERSONALITY, 88
 PRACTICAL KNOWLEDGE, 87
 PRE-FEASIBILITY, 46
 PRELIMINARY TARGETING, 63
 PREPARATION, 46
 PRESENTATION, 69, 71
 PRIVATISATION, 44
 PRODUCTIVITY, 87
 PROFESSIONAL ASSOCIATIONS, 11
 PROFESSIONAL INDEMNITY, 15
 PROFESSIONAL RESPECT, 87
 PROJECT CYCLE, 44
 PROJECT TYPES, 53
 PROMOTION, 70
 PSYCHOLOGICAL PROFILE, 16
 QUALITY OF WORK, 86
 REGISTRATION, 35,65,89
 REGISTRATION FORMS, 62, 67
 REIMBURSABLE LOAN AGREEMENT., 4
 REMUNERATION, 20
 REPUTATION, 85
 RETIREES, 3
 SFD, 68
 SIZE OF THE INDUSTRY, 55
 SOCIAL ANALYSIS, 51
 SOCIAL SKILLS, 88
 STAFFING ASSISTANCE SCHEMES, 33
 TAX, 20
 TAX-FREE BASIS, 26
 TEAM SKILLS, 6
 TECHNICAL ANALYSIS,51
 TECHNICAL SKILLS,6,9
 TECHNOLOGIES, 16
 TERMS OF REFERENCE, 38
 THE FIRST CONSULTANCY, 75
 TRAVEL, 13,21
 U S A, 60
 UNCHS, 64,120
 UNCPTS, 64,122
 UNDP, 65,124
 UNEP, 65,127
 UNESCO, 65,130
 UNIDO, 65,133
 UNITED KINGDOM, 60
 UNITED NATIONS RELATED ORGANISATIONS, 62
 UNTARAS, 65,135
 USAID, 67,175
 VOLUNTARY ORGANISATIONS,33
 WADB, 68,180
 WFP, 65,140
 WHO, 65,143
 WORKING REGULATIONS,87
 WORLD BANK,65

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